

<p>1 Thursday, 15 February 2018 2 (10.30 am) 3 Introductory remarks by THE CHAIRMAN 4 THE CHAIRMAN: Mr Beer, as you know, my terms of reference 5 require me, first, to ascertain when, where, how and in 6 what circumstances Mr Anthony Grainger came by his death 7 during a Greater Manchester Police operation and, 8 second, then to make any such recommendations as may 9 seem appropriate. 10 With the help of the Inquiry team, I have conducted 11 an investigation into the issues raised by the first 12 part of those terms of reference, in particular by 13 gathering a very significant quantity of documentary 14 material, exhibits and witness statements by instructing 15 expert witnesses and then by hearing oral evidence over 16 a period of 53 days; hearing in the process 80 17 witnesses, 65 in open hearings and 15 in closed hearings 18 and in the process amassing a transcript of some 19 7,000 pages. 20 Since the Inquiry's oral hearings finished in May, 21 on 18 May last year, I have been writing a report 22 concerning the issues raised by my terms of reference. 23 That task has proceeded very well. I have written 24 a substantial proportion of the report, entirely in 25 accordance with the timetable that was envisaged at the</p> <p style="text-align: center;">Page 1</p>	<p>1 Our task at this stage is to attempt a rigorous, 2 public, but we hope constructive, scrutiny of the 3 position that has now been reached in policy doctrine 4 and training, with a view to establishing the current 5 position and informing you, sir, so that you may be 6 better informed to make any recommendations that you 7 deem appropriate in your report. 8 So, can I start, sir, with some of the key 9 considerations in your team's approach to the evidence 10 in this part of our work. 11 Whilst the earlier hearings of the Inquiry involved 12 questions of fact, compliance with standards and 13 potential wrongdoing, this part of the Inquiry is 14 intended to be forward looking. We are not here 15 essentially concerned with individual criticisms. 16 If there prove to be gaps or deficiencies in current 17 practice and policy, then no doubt that will feature in 18 your report. 19 We do ask that is borne in mind by those who may ask 20 questions and also by those who answer them. The 21 questioning should be designed to help you, sir, 22 understand what the current position is and how it might 23 be improved. 24 From witnesses, we are looking for candid 25 assessments of those same issues. By the same token, we</p> <p style="text-align: center;">Page 3</p>
<p>1 conclusion of the oral hearings of the Inquiry. 2 So as to ensure that my final report is delivered to 3 the Home Secretary, laid before parliament and published 4 as soon as reasonable practicable, the Inquiry has 5 simultaneously, whilst I was writing the report, been 6 gathering evidence and making preparations relating to 7 the second part of my terms of reference, that is to say 8 the making of recommendations. 9 I wish to emphasise that I regard this second part 10 of my terms of reference as a very important part of the 11 Inquiry and not simply a supplement or add on to what 12 had preceded it. 13 Can I also make it plain that in making 14 recommendations to Greater Manchester Police, to the 15 police service and to others, I do not want to recommend 16 a whole raft of bureaucratic measures to be imposed on 17 the police service. I would like my recommendations to 18 be simple, guided by common sense and as few as 19 possible. 20 MR BEER: Thank you, representation is as before, save that 21 Mr Thomas is not here. 22 THE CHAIRMAN: Yes, thank you. 23 MR BEER: If today marks the beginning of the end of the 24 Inquiry for many of us, the same, probably, cannot be 25 said for you.</p> <p style="text-align: center;">Page 2</p>	<p>1 do not envisage canvassing every possible defect in 2 current policy or practice in the sense of carrying out 3 a redrafting exercise with every document that has been 4 placed before you. 5 Secondly, I should emphasise that the Inquiry 6 limited its disclosure requests to documents that show 7 current practice training and policies. We are not 8 intending an exercise of looking at every iteration of 9 materials between 2011, 2012 and 2018. The focus has to 10 be on what is current policy, what is now taught and 11 trained. 12 The issues identified by the Inquiry for possible 13 recommendations raise issues which are the 14 responsibility of and relate to the work of Greater 15 Manchester Police, the College of Policing, the National 16 Police Chief's Council, the NPCC, the Independent Police 17 Complaints Commission, as it was, the IOPC as it is now, 18 Her Majesty's Inspectorate of Constabulary and Fire 19 Rescue Services, HMIC for short, and the Home Office. 20 Accordingly, on 17 November last year, the Inquiry 21 sent to each of those six organisations a detailed note 22 that set out 27 areas of possible recommendations that 23 you wish to receive evidence about, for you to determine 24 whether to make a recommendation and, if so, what that 25 recommendation should be.</p> <p style="text-align: center;">Page 4</p>

1 That note, with the 27 areas for consideration, is  
 2 available on the Inquiry's website.  
 3 The note sought documentary and witness evidence  
 4 from the organisations relating to the 27 areas for  
 5 consideration. The Inquiry made it clear that you  
 6 expected and required complete openness from  
 7 organisations and public authorities at this stage of  
 8 the Inquiry's work concerning the position that has been  
 9 reached, the improvements if any that have been made  
 10 since 2011 and 2012 and where work still needs to be  
 11 done.  
 12 The Inquiry has received over 200 pages of witness  
 13 statements and 1,600 pages of supporting material from  
 14 these organisations. Following a redaction process, the  
 15 material has been distributed to the core participants  
 16 in the Inquiry.  
 17 The purpose of the next two days of hearing is to  
 18 seek to better understand that evidence. As I have  
 19 said, core participants should be aware that, in this  
 20 stage of the Inquiry's work, the aim will be to seek  
 21 a constructive, searching analysis of the adequacy of  
 22 current policy, doctrine and practice, and the possible  
 23 need for future change. Whilst it is obviously  
 24 impossible, entirely, to rule out criticism of  
 25 individual witnesses for the evidence they give, this

Page 5

1 stage of the process will not generally involve the  
 2 criticism of witnesses, rather, as I have said, to the  
 3 extent there are shortcomings in the areas addressed,  
 4 that is likely to feature in your recommendations.  
 5 Sir, we have two witnesses today: Chief  
 6 Superintendent John O'Hare and Detective Chief  
 7 Superintendent Anthony Creely, both of Greater  
 8 Manchester Police.  
 9 Tomorrow we have five witnesses: Richard Bennett and  
 10 Kevin Nicholson of the College of Policing; Deputy Chief  
 11 Constable Simon Chesterman of the NPCC and  
 12 James Bartlett and Matthew Parr of HMIC.  
 13 It is envisaged whilst I undertake the majority of  
 14 questioning, the legal representatives of core  
 15 participants may ask questions of core subject to your  
 16 control and, of course, subject to time.  
 17 THE CHAIRMAN: Yes.  
 18 MR BEER: Might Mr O'Hare and Mr Creely come forwards,  
 19 please.  
 20 THE CHAIRMAN: They are going to give evidence in effect  
 21 together.  
 22 MR BEER: They are.  
 23 THE CHAIRMAN: They are going to sit on this side of the  
 24 court.  
 25 MR BEER: They are.

Page 6

1 THE CHAIRMAN: They will stand to take the oath, obviously,  
 2 but I should like them to sit down; all witnesses to  
 3 remain seated during this part of the hearing, please.  
 4 MR BEER: Thank you, sir.  
 5 CHIEF SUPERINTENDENT MR JOHN O'HARE (sworn)  
 6 DETECTIVE CHIEF SUPERINTENDENT ANTHONY CREELY-(sworn)  
 7 THE CHAIRMAN: Thank you both very much, please sit down.  
 8 Questions from MR BEER  
 9 MR BEER: Mr O'Hare and Mr Creely, I think it is Mr Creely  
 10 and Mr O'Hare.  
 11 Can you take out from the file to the right of you  
 12 a folder which has the tab on the side of it "Statements  
 13 for recommendations, bundle Z1". Thank you.  
 14 If you turn up in there, please, between pages --  
 15 they are in the bottom right-hand corner -- 1 to 55, you  
 16 should see a witness statement in your name; is that  
 17 right?  
 18 MR O'HARE: Yes, it is.  
 19 MR BEER: Is that your signature at the end, on 55?  
 20 MR O'HARE: Yes, it is.  
 21 MR BEER: Are the contents of that true to the best your of  
 22 your knowledge and belief?  
 23 MR O'HARE: They are. There is just one bit I would like to  
 24 clarify, either now or as part of the evidence.  
 25 MR BEER: Do it now -- just keep your voice up a bit.

Page 7

1 MR O'HARE: Yes, it is paragraph 173.  
 2 MR BEER: Paragraph 173, yes.  
 3 MR O'HARE: When I put that in, I was -- I have put that in  
 4 and it is not how it should be in there. The actual  
 5 sign off is by the regional chief firearms instructor  
 6 not the ACC.  
 7 MR BEER: 173 should read:  
 8 "Each year GMP AFOs are signed off as occupationally  
 9 and operationally competent by the regional CFI."  
 10 MR O'HARE: Yes, that's right.  
 11 MR BEER: Is that right?  
 12 MR O'HARE: Thank you.  
 13 MR BEER: If we take out the words "The GMP ACC in charge of  
 14 armed policing" and insert the words "Regional CFI".  
 15 MR O'HARE: Yes.  
 16 MR BEER: If you could hand the bundle over, please, to  
 17 Mr Creely, same exercise. Can you look, please, between  
 18 pages 56 and 68.  
 19 Is that your witness statement, Mr Creely?  
 20 MR CREELY: Sorry, yes.  
 21 MR BEER: Is that your signature on 68?  
 22 MR CREELY: Yes, that is my signature, thank you.  
 23 MR BEER: Are the contents of that statement true to the  
 24 best of your knowledge and belief?  
 25 MR CREELY: The contents are true. There is obviously more

Page 8

1 detail now since the statement was put in, but the  
 2 contents are correct.  
 3 MR BEER: Because a couple of months have elapsed?  
 4 MR CREELY: Yes.  
 5 MR BEER: Thank you.  
 6 MR CREELY: Thank you.  
 7 MR BEER: By way of background then, please,  
 8 Chief Superintendent O'Hare, first. I think, to  
 9 summarise, you're the lead in GMP specialist operations  
 10 branch and Force Intelligence Branch.  
 11 MR O'HARE: That's right.  
 12 MR BEER: You have been a strategic firearms commander,  
 13 an SFC since 2012 having qualified as a Tactical  
 14 Firearms Commander, TFC, in 2004.  
 15 MR O'HARE: Yes.  
 16 MR BEER: And you have more recently successfully completed  
 17 the joint services programme in Northern Ireland.  
 18 MR O'HARE: That's right.  
 19 MR BEER: Mr Creely, you are the head of TITAN; is that  
 20 right?  
 21 MR CREELY: Yes, correct.  
 22 MR BEER: Just tell us what TITAN is, please.  
 23 MR CREELY: TITAN is the north-west's regional organised  
 24 crime unit, really, which collaborates between the six  
 25 forces in the north-west region.

Page 9

1 MR BEER: Can you both keep your voices up, please. I know  
 2 that we have adopted this system of you both sitting  
 3 down next to each other.  
 4 THE CHAIRMAN: Yes, it is the box is a bit of a problem,  
 5 actually. Can it move a bit more -- I know it may be  
 6 harder to reach. If it cannot, would it be inconvenient  
 7 if both witnesses moved one seat closer to you, Mr Beer?  
 8 Is that an is that a problem if they do that?  
 9 MR BEER: Mr O'Hare will have to get files out occasionally,  
 10 so the box may follow him now.  
 11 THE CHAIRMAN: As long as it doesn't follow him as closely  
 12 as it did before because from where I am it obstructs  
 13 both sight and sound.  
 14 (Pause)  
 15 I think that now might be easier.  
 16 MR BEER: Thank you.  
 17 Mr Creely, you were telling us about TITAN.  
 18 MR CREELY: Yes, so it is a north-west regional organised  
 19 crime unit, which basically has all specialist  
 20 capabilities to support the six forces of GMP,  
 21 Merseyside, Cheshire, Lancs, Cumbria and North Wales,  
 22 and I am a GMP officer seconded to TITAN for the next  
 23 two to five years.  
 24 MR BEER: I think TITAN was set up in 2009 as a regional  
 25 collaboration.

Page 10

1 MR CREELY: That's correct, yes. As a part of a -- with the  
 2 rest of the regional ROCUs across the country.  
 3 MR BEER: A ROCU?  
 4 MR CREELY: Regional Organisation Crime Unit, sorry.  
 5 MR BEER: You are going to assist us today, I think in  
 6 particular in relation to issues concerning intelligence  
 7 collection, intelligence analysis and dissemination, in  
 8 particular in the context of armed operations.  
 9 MR CREELY: That's correct, sir, yes.  
 10 MR BEER: Thank you.  
 11 In terms of the mode of questioning, because this  
 12 may be unfamiliar to you, where it is clear, or at least  
 13 apparently clear to me that one of you can answer the  
 14 question on the basis of the materials that I have, I am  
 15 going to ask that question to you, and say: Mr Creely,  
 16 Mr O'Hare, this is directed to you. Then I will expect  
 17 you to answer it.  
 18 Where it is not clear to me, I am going to direct it  
 19 to both of you and leave it between you to determine who  
 20 is best placed to answer, even if that means a short  
 21 period of looking at each other and conferring. If both  
 22 of you answer, because both of you have something to  
 23 say, can you please give the answers sequentially.  
 24 MR CREELY: Yes.  
 25 MR BEER: Thank you.

Page 11

1 Can I start then, please, with the topic of  
 2 intelligence collection, analysis and dissemination in  
 3 the context of pre-planned firearms operations. This  
 4 is, I think, of all of the areas we are going to speak  
 5 about today, the one that involves you both, most.  
 6 I think it was right, Mr O'Hare -- is this the  
 7 case? -- that as far as you are aware, there isn't a GMP  
 8 policy that specifically relates to the collection,  
 9 analysis and dissemination of intelligence for the  
 10 purposes of planned armed deployments; is that right?  
 11 MR O'HARE: That's right, sir. There is no specific policy  
 12 with that regard, but --  
 13 MR BEER: Keep your voice up, again. You said:  
 14 "That is right, there is no specific policy in that  
 15 regard, but ..."  
 16 And then you were about to carry on.  
 17 MR O'HARE: Yes, I was just going to say we do obviously  
 18 consider all the national practices with regard to  
 19 anything from APP or the national curriculum, in terms  
 20 of training curriculum whereby people on the firearms  
 21 courses also receive an input on how best to utilise  
 22 threat and risk assessments, how to use the national  
 23 decision making model to inform that and how it becomes  
 24 a golden thread through most of the training and  
 25 refreshing products that we have for commanders.

Page 12

1 MR BEER: So there isn't a local or even a regional policy  
 2 specifically aimed at those three things: collection,  
 3 analysis and dissemination in the context of around  
 4 operations?  
 5 MR O'HARE: No, there is not.  
 6 MR BEER: Okay, is that your understanding, too, Mr Creely?  
 7 MR CREELY: Yes, that's correct. Nothing -- obviously there  
 8 is intelligence collection, for all intelligence, but  
 9 there is not bespoke, just for pre-planned operations,  
 10 now.  
 11 MR BEER: Okay.  
 12 There is a document you mention, Mr Creely, in your  
 13 witness statement, you have the bundle there. If we  
 14 just look at your witness statement, please, in  
 15 paragraphs 9 to 11.  
 16 I am on page 58 of the witness statement bundle.  
 17 Thank you.  
 18 In answer to the question:  
 19 "What GMP policies exist as to the collection,  
 20 analysis and dissemination of intelligence for the  
 21 purposes of a planned armed deployment within the  
 22 meaning of the armed policing authorised professional  
 23 practice?"  
 24 That I am going to call APP; yes?  
 25 You say in 7 that you are not aware of a GMP policy

Page 13

1 which you have told us about, but you do mention  
 2 something called "The Management of Firearms  
 3 Intelligence (Procedure)"  
 4 MR O'HARE: That's correct.  
 5 MR BEER: You refer us to a chief constable's order, that's  
 6 a GMP chief constable's order; yes?  
 7 MR CREELY: That's correct, yes.  
 8 MR BEER: Of 7 December 2015 and a policy dated  
 9 18 December 2015.  
 10 MR CREELY: Yes.  
 11 MR BEER: You say, in paragraph 9: which has a tenuous link  
 12 to the question.  
 13 MR CREELY: Yes, that's correct.  
 14 MR BEER: Why has it a tenuous link to the question?  
 15 MR CREELY: It was a policy document that was developed, as  
 16 you said, with the dates that we referred to in there,  
 17 to mainly deal with firearms intelligence. That is  
 18 either spontaneous or stand-alone intelligence for  
 19 management of officers on divisions. So if they were to  
 20 get stand-alone intelligence that Tony Creely has  
 21 a firearm, then what the policy would be -- how you  
 22 would develop that with a tactical firearms commander,  
 23 et cetera. Do you go and knock on the door? Do you do  
 24 anything further with it? It is not specific to  
 25 pre-planned operations that your Serious and Organised

Page 14

1 Crime Unit would invariably run, so it doesn't lead to  
 2 anything about pre-planned operations.  
 3 MR BEER: If the policy remained operable today -- and I am  
 4 going to come on in a moment to ask you about whether it  
 5 does or not -- but if it remained operable, would it  
 6 have operated in the circumstances of a pre-planned  
 7 operation like that concerning Anthony Grainger?  
 8 MR CREELY: Today? No, because that was an operation that  
 9 was adopted by a proactive unit, so not stand-alone  
 10 intelligence. That was a developed operation that was  
 11 tasked through force tasking, level 1, level 2 tasking  
 12 and then adopted as a -- on to a syndicate. The  
 13 document we are referring to there is purely for the  
 14 volume of intelligence that comes through in relation to  
 15 firearms, so ...  
 16 MR BEER: Right, so if it was operable today and the Anthony  
 17 Grainger investigation, Operation Shire happened today,  
 18 it wouldn't cover that situation?  
 19 MR CREELY: The document in that form, there, wouldn't have  
 20 covered the situation of Mr Grainger, no.  
 21 MR BEER: Can we just look at it to see.  
 22 Sorry, Mr O'Hare, the first volume of the  
 23 documents -- thank you -- and if you look at page 12,  
 24 please. For everyone that is following, Z2. We should  
 25 probably go right to the beginning of it. We will start

Page 15

1 with page 1. That is the chief constable's order that  
 2 you were speaking about.  
 3 MR CREELY: Yes.  
 4 MR BEER: Yes?  
 5 MR CREELY: Sorry, page?  
 6 MR BEER: Page 1, is the chief constable's order of  
 7 7 December. Then if you go to page 2, at the foot of  
 8 the page.  
 9 MR CREELY: Hold on. Sorry.  
 10 Yes, the foot of the page, yes.  
 11 MR BEER: It says:  
 12 "A force procedure is currently being developed to  
 13 incorporate the above information and will be available  
 14 in due course."  
 15 I think that is the policy dated 18 December, isn't  
 16 it?  
 17 MR CREELY: Yes.  
 18 MR BEER: If we go forward to page 7, you can see the policy  
 19 of 18 December.  
 20 MR CREELY: Yes. I am there, yes.  
 21 MR BEER: That is front page of the policy. Then over the  
 22 page to page 8.  
 23 MR CREELY: Yes.  
 24 MR BEER: Procedure implemented 18 December. It is a new  
 25 policy approved by detective Chief Superintendent Russ

Page 16

<p>1 Jackson.</p> <p>2 MR CREELY: Yes.</p> <p>3 MR BEER: Then I will skip over the table of contents on</p> <p>4 page 9. The introduction, roles and responsibilities,</p> <p>5 on page 10. Just to note, on page 11, DDI is duty</p> <p>6 detective inspector, in 4.2.</p> <p>7 MR CREELY: Yes. Excuse me.</p> <p>8 MR BEER: Then page 12, please.</p> <p>9 MR CREELY: Yes.</p> <p>10 MR BEER: This is the substance of it.</p> <p>11 MR CREELY: Yes.</p> <p>12 MR BEER: "Any information that is received should be</p> <p>13 assessed by the confidential unit before being entered</p> <p>14 on to the force intelligence system, on OPUS, along with</p> <p>15 a risk assessment."</p> <p>16 MR CREELY: Yes.</p> <p>17 MR BEER: "If the information is highly sensitive or</p> <p>18 requires an immediate covert response, it should be</p> <p>19 verbally communicated to the duty detective inspector in</p> <p>20 the serious crime division."</p> <p>21 MR CREELY: Yes.</p> <p>22 MR BEER: Under "Action", halfway down the page:</p> <p>23 "If the DDI believes the intelligence needs</p> <p>24 immediate action, then this option can be selected. The</p> <p>25 DDI should produce a form of words which is then to be</p> <p style="text-align: center;">Page 17</p>	<p>1 Which something we are going to be speaking about.</p> <p>2 MR CREELY: Yes.</p> <p>3 MR BEER: "... should also be completed by the staff tasked</p> <p>4 by the investigating officer and presented to the duty</p> <p>5 firearms cadre."</p> <p>6 MR CREELY: Yes.</p> <p>7 MR BEER: "On completion, the risk assessment should be sent</p> <p>8 via email to the force hub for central storage."</p> <p>9 MR CREELY: Yes.</p> <p>10 MR BEER: So this policy seems to suggest, firstly, the</p> <p>11 creation of a form of words.</p> <p>12 MR CREELY: Yes.</p> <p>13 MR BEER: The chairman will be familiar with what a form of</p> <p>14 words is, but just explain in your own words for the</p> <p>15 public, any public that are listening, what a form of</p> <p>16 words is.</p> <p>17 MR CREELY: A form of words, basically, is enough that</p> <p>18 someone can do an assessment, and whether it is a TFC or</p> <p>19 a court think that it is enough justified to actually</p> <p>20 obtain a warrant or if there is enough, actually, for</p> <p>21 any firearms activity in relation to whether we were</p> <p>22 doing a warrant, if it is a firearms warrant.</p> <p>23 The form of words, basically, is there to protect</p> <p>24 the source of the information because there is</p> <p>25 potentially more in that intelligence picture and the</p> <p style="text-align: center;">Page 19</p>
<p>1 agreed upon by the CICU."</p> <p>2 Is that the Covert Intelligence Collection Unit?</p> <p>3 MR CREELY: It is sir, yes.</p> <p>4 MR BEER: Just tell us what the Covert Intelligence</p> <p>5 Collection Unit is.</p> <p>6 MR CREELY: It is the unit, basically, that collects all the</p> <p>7 intelligence, no matter where the source comes from, in</p> <p>8 relation to sensitive and non-sensitive tactics, really,</p> <p>9 and then assists in putting the conditions on there and</p> <p>10 assisting with the DDI in relation to what they can and</p> <p>11 cannot do with that intelligence.</p> <p>12 MR BEER: Then it says this:</p> <p>13 "The form of words will include any wording that</p> <p>14 should be used on all subsequent warrants or police</p> <p>15 paperwork, for example, on an operational order, issued</p> <p>16 regarding the intelligence."</p> <p>17 That speaks for itself.</p> <p>18 MR O'HARE: Yes, yes.</p> <p>19 MR BEER: "Upon agreement, the form of words can then be</p> <p>20 disclosed to others as appropriate and dependent on what</p> <p>21 action is being undertaken."</p> <p>22 MR CREELY: That's correct.</p> <p>23 MR BEER: The next paragraph:</p> <p>24 "Once the form of words has been agreed, a firearms</p> <p>25 cadre risk assessment, form 1152 ..."</p> <p style="text-align: center;">Page 18</p>	<p>1 form of words is an agreed form of words that is</p> <p>2 justifiable enough to justify any activity that needs to</p> <p>3 take place.</p> <p>4 MR BEER: There are a couple of things I think you have said</p> <p>5 in that.</p> <p>6 Firstly, it doesn't just splurge out on to the next</p> <p>7 piece of paper, whether it is a warrant application or</p> <p>8 the 1152, the intelligence that has been received.</p> <p>9 MR CREELY: Yes.</p> <p>10 MR BEER: It is honed down, potentially.</p> <p>11 MR CREELY: Yes.</p> <p>12 MR BEER: The wording is settled as between the person</p> <p>13 giving it and the person receiving it; is that right?</p> <p>14 MR CREELY: Yes, sir, that's correct, yes.</p> <p>15 MR BEER: As part of that, it may be necessary to use words</p> <p>16 that mean that the source of the intelligence is not</p> <p>17 disclosed, expressly or through implication.</p> <p>18 MR CREELY: Yes, that's to make sure that it's not</p> <p>19 compromised and we do not create a risk by revealing too</p> <p>20 much information.</p> <p>21 MR BEER: The second thing is this policy seems to draw a</p> <p>22 link between a settling of a form of words which</p> <p>23 captures the intelligence.</p> <p>24 MR CREELY: Yes.</p> <p>25 MR BEER: And what goes on to the 1152.</p> <p style="text-align: center;">Page 20</p>

1 MR CREELY: Yes.  
 2 MR BEER: So that in the case of what you have described as  
 3 "volume work" --  
 4 MR CREELY: Yes?  
 5 MR BEER: -- what goes on to the 1152, which is ultimately  
 6 what triggers potentially a firearms operation --  
 7 MR CREELY: That's correct, yes.  
 8 MR BEER: -- has been settled and agreed upon very early in  
 9 the process.  
 10 MR CREELY: Yes, that's correct, sir. Yes, it is. Yes.  
 11 MR BEER: Is there anything you want to say on that  
 12 Mr O'Hare, anything you want to add to or amplify?  
 13 MR O'HARE: Yes, I think the essence of this is to present  
 14 to the firearms commander the most up to date, the most  
 15 relevant intelligence at that point in time for them to  
 16 make an informed decision as to whether or not the  
 17 threshold for the deployment of armed officers has been  
 18 met and that is to crystallise, at that point in time,  
 19 not full antecedents, but absolutely this 1152 has been  
 20 designed to say what is relevant, for this  
 21 investigation, for that individual, to make the most  
 22 appropriate threat risk assessment. That is what we  
 23 have sort of crystallised that 1152 around.  
 24 MR BEER: In the non-specialist operations about which  
 25 Mr Creely spoke, there would be an early settlement and

Page 21

1 agreement upon what the intelligence showed, or what it  
 2 said, and that would be the basis on which the firearms  
 3 commanders began their consideration of whether to seek  
 4 an authorisation and, if so, to grant an authorisation.  
 5 MR O'HARE: It is also designed to bring them in at an early  
 6 stage so they can make that informed decision at the  
 7 earliest possible opportunity. And by doing that, you  
 8 can also identify other opportunities which may not have  
 9 been considered by the investigating officers.  
 10 MR BEER: Okay.  
 11 Now, I am going to come on to the form 1152 in  
 12 a moment, but this policy, I think if we go back,  
 13 please, to page 8, Mr Creely, you will see is dated  
 14 18 December 2015 and its review date was  
 15 18 December 2016.  
 16 MR CREELY: Yes.  
 17 MR BEER: I think you say that this review, I think, doesn't  
 18 appear to have taken place; is that right?  
 19 MR CREELY: That's right, a proper review of the document  
 20 never took place.  
 21 MR BEER: You also tell us that the policy has been removed  
 22 from the GMP intranet.  
 23 MR CREELY: Yes, it has been removed because we are  
 24 enhancing it further.  
 25 MR BEER: Does that mean there is currently no policy in

Page 22

1 place?  
 2 MR CREELY: At the minute, there is still a policy in place  
 3 in relation to how we deal with that firearms  
 4 intelligence, but, because systems have changed, like  
 5 around force hubs and where things go, we have had to  
 6 revise the whole document in relation to how the  
 7 documents are stored, et cetera, and also, as well,  
 8 because we will signpost people when something does  
 9 become potentially pre-planned.  
 10 MR BEER: Just exploring that a little bit, the document  
 11 wasn't reviewed and it has been taken down from the  
 12 intranet.  
 13 MR CREELY: Yes.  
 14 MR BEER: I think that probably means it doesn't have any  
 15 continuing effect; is that right?  
 16 MR CREELY: People still work to that system, but the reason  
 17 we have pulled it off there is because it needs  
 18 enhancing because it refers to places it should go that  
 19 no longer exist, for example.  
 20 MR BEER: You said that there is still a policy in place;  
 21 what is that? Where is that?  
 22 MR CREELY: The policy in place is actually management of  
 23 the firearms intelligence still goes through the Serious  
 24 Crime Division and every piece of intelligence is  
 25 managed to the same process as the document; it is just

Page 23

1 we have removed the document from the force intranet  
 2 because, obviously, there is a lot of inaccuracies in it  
 3 and, obviously, as a result of the Inquiry as well,  
 4 there is a lot of areas that we want to develop.  
 5 The process still exists and there is still  
 6 a manager of the firearms intelligence who still ensures  
 7 that it is auditable, traceable and there is a process  
 8 to be followed.  
 9 MR BEER: Okay.  
 10 The form 1152 process still is in place; is that  
 11 right?  
 12 MR O'HARE: That's correct, yes.  
 13 MR BEER: Is that right, Mr O'Hare?  
 14 MR O'HARE: Yes.  
 15 MR BEER: If we look at the form 1152 process, I think that  
 16 was introduced in November 2015, Mr O'Hare; is that  
 17 right?  
 18 MR O'HARE: That's correct.  
 19 MR BEER: So this is a new creation since the events  
 20 of March 2012 that we are concerned with.  
 21 MR O'HARE: It is, sir, yes.  
 22 MR BEER: Thank you.  
 23 I think if we can look, please, at that bundle,  
 24 pages 25 to 33; do I have that right?  
 25 MR CREELY: Is it 25?

Page 24

<p>1 MR BEER: Between 25 and 31, in fact. 25 to 31, is that                  2 Mr Creely, the form 1152?                  3 MR CREELY: Yes. Yes, it is. Yes.                  4 MR BEER: So it is a seven page form.                  5 MR CREELY: Yes.                  6 MR BEER: This is operable today?                  7 MR CREELY: This is operable today.                  8 MR BEER: I am going to spend a little time looking at it.                  9 We can see on the front page it refers to a nominal.                  10 Do you have that page, 25?                  11 MR CREELY: Yes.                  12 MR BEER: Is it right that one form is completed per                  13 subject?                  14 MR CREELY: Yes.                  15 MR BEER: If we just go on, on the internal pagination, to                  16 page 6, which is page 30, there are some guidance notes.                  17 MR CREELY: Yes.                  18 MR BEER: Mr Creely, it says in the second paragraph there,                  19 in between the hole-punches:                  20 "If more than one subject, a separate document                  21 should be produced for each person."                  22 Is that right?                  23 MR CREELY: That's correct.                  24 MR BEER: So it is a document per subject.                  25 MR CREELY: Yes.</p> <p style="text-align: center;">Page 25</p>	<p>1 of the OPUS, PND, PNC or profile with the relevant                  2 intelligence, offending history highlighted along with                  3 this document. Be aware questions will be asked by the                  4 reviewing cadre. To assist the process, the referring                  5 officer will need to be aware of the content of the                  6 intelligence pertinent to this application."                  7 Is this an application, this form?                  8 MR CREELY: This is a document because the thing -- what                  9 the-- this is a profile of the -- a snapshot profile of                  10 that individual around that current capability around                  11 what that threat may be and this is for the TFC to make                  12 an assessment. If there was that intelligence, current                  13 intelligence, is that person's current capability                  14 relevant to that current threat?                  15 So is it an application form? It is a document for                  16 the TFC to make an assessment.                  17 I think "application" form is probably the wrong                  18 word. I think it is probably for the SIO to put it                  19 before the TFC to say: do you think this fits the                  20 potential employment of a firearm cadre?                  21 MR BEER: Mr O'Hare, is there anything you want to say about                  22 that? Is "application" a bit misleading?                  23 MR O'HARE: I think it is misleading. I think -- I don't                  24 see this as an application form. I go back to what we                  25 are trying to determine it as being. This is a form to</p> <p style="text-align: center;">Page 27</p>
<p>1 MR BEER: Then if we go back to page 1 of the document, you                  2 will see the officer completing is in the middle there                  3 and that is the officer submitting the form, the                  4 referring department or division.                  5 MR CREELY: He was doing the intelligence collection on that                  6 individual, yes.                  7 MR BEER: When you say he was doing the intelligence                  8 collection, is the person who is writing the form?                  9 MR CREELY: Yes.                  10 MR BEER: Yes?                  11 MR CREELY: Yes.                  12 MR BEER: So that would be by, for example, the SIO or                  13 somebody on behalf of the SIO?                  14 MR CREELY: I wouldn't expect it to be the SIO, but someone                  15 on behalf the SIO, yes.                  16 MR BEER: Just in terms of what the status or purpose of the                  17 document is, can we again go back to page 3 on the                  18 internal pagination, which is page 27 on the external                  19 pagination? There are some other guidance notes in                  20 section 4.                  21 MR CREELY: Yes.                  22 MR BEER: If you look at the first bullet point there, it                  23 says:                  24 "The referring division or department should insert                  25 the relevant intelligence below and also provide a copy</p> <p style="text-align: center;">Page 26</p>	<p>1 crystallise what the most appropriate relevant                  2 intelligence to make an informed decision on.                  3 I think what the guidance documents are saying                  4 there --                  5 MR BEER: Just keep your voice up.                  6 MR O'HARE: It is referring to the process of applying to                  7 the duty Tactical Firearms Commander, as to whether or                  8 not this would meet the threshold for a firearms                  9 authority. I wouldn't say it is an application form,                  10 but it is -- it informs the requester, should I say,                  11 rather than the applying stage.                  12 MR BEER: So we shouldn't view this as effectively a request                  13 or an application to a TFC for the authorisation or to                  14 seek, from an SFC, authorisation for the deployment of                  15 firearms officers?                  16 MR O'HARE: That request would be verbal, either in person                  17 or over the telephone depending on the job. This is                  18 absolutely one way of capturing at that point in time                  19 what is most relevant, salient and up to date                  20 intelligence, which brings us to whether or not we make                  21 that decision to go for a firearms authority.                  22 MR BEER: Having clarified the status of the document, if we                  23 just go back to the beginning, page 1 of it, then. We                  24 can see the other information that is required to be                  25 completed at the beginning, and some of that will be</p> <p style="text-align: center;">Page 28</p>

1 filled in by the officer completing the form and some of  
2 it will be filled in by the firearms officer.  
3 MR CREELY: That's correct, sir, yes.  
4 MR BEER: Over the page, to page 2 of the form, I am not  
5 going to take you through every section, but can you see  
6 at the foot of page, five lines from the bottom, there  
7 is a section which says "Warning markers", which is  
8 an issue that the chairman has been interested in, in  
9 this Inquiry.  
10 MR CREELY: Yes.  
11 MR BEER: Then it says:  
12 "If yes, provide further details in section 2."  
13 Then if we go over the page to section 2, that is at  
14 the top of the page.  
15 MR CREELY: Yes.  
16 MR BEER: The details would be provided in that blank box;  
17 is that right? Underneath the guidance notes.  
18 MR CREELY: That's correct, sir, yes.  
19 MR BEER: If we look at the guidance notes, because these  
20 may contain something that is again of interest to the  
21 chairman, it says:  
22 "Provide details of all relevant warning markers,  
23 ie for offences of violence/firearms possession."  
24 Then this:  
25 "Provide details of the history and circumstance

Page 29

1 relating to the creation of the marker."  
2 Now, Mr O'Hare, why is that there?  
3 MR O'HARE: That is there so we don't just simply replicate  
4 what is held on Police National Computer, or other  
5 systems, with regard to historical warning markers.  
6 What would -- if it -- it's enabled to put a context to  
7 it. So if somebody has a warning marker for violence or  
8 firearms or any other, there needs to be a context to  
9 that to say -- for example, there might be a firearms  
10 marker on somebody relating to an air weapon when they  
11 were 15 years old and it might either be passage of time  
12 or it needs to be considered amongst that threat  
13 assessment of what you are actually dealing with.  
14 So it is just trying to get away from this person  
15 has a firearms marker, which means it must be a firearms  
16 response. We are trying to put a bit of context to it.  
17 MR BEER: Just writing the words VI, I think is the marker  
18 for violence, or FI for firearms, that kind of bold  
19 statement, you are trying to get away from that?  
20 MR O'HARE: Yes.  
21 MR BEER: Because there are violence markers and there are  
22 violence markers, and there are firearms markers and  
23 there are firearms markers.  
24 MR O'HARE: Yes, and not all of them mean it is going is to  
25 be a firearms response.

Page 30

1 MR BEER: Now, if we go back, please, to page 2, we can see  
2 at the very foot of the page, it says:  
3 "Flags, please provide further details in  
4 section 2."  
5 MR CREELY: Yes.  
6 MR BEER: Then, again the guidance notes say:  
7 "Is the subject flagged to any agency?"  
8 Mr O'Hare, what does this relate to?  
9 MR O'HARE: That would relate to whether or not the subject  
10 features on any of our other systems, for example social  
11 services or domestic violence or there is a vulnerable  
12 person or child at that address, and that is more for us  
13 to consider. If we then determine it is going to be  
14 a firearms response, we need to consider who else is  
15 going to be in that house and it is not just about the  
16 individual who is subject to this, it is the wider  
17 family or who is in proximity at the address. It is  
18 just to give us that absolute, best possible picture to  
19 make an informed decision about whether or not  
20 a firearms intervention is appropriate.  
21 MR BEER: I think we can see that point reemphasised to the  
22 completers of the form at page 30, internal pagination  
23 page 6.  
24 Some more requests for you to keep your voice up,  
25 please. Not just the chairman.

Page 31

1 THE CHAIRMAN: I am not actually having difficulty,  
2 particularly.  
3 MR BEER: GMP's representatives.  
4 THE CHAIRMAN: Not quite projecting to the other side of the  
5 court.  
6 MR BEER: Thank you.  
7 Page 6, under the guidance notes, in the middle of  
8 the page, can you see the fifth paragraph down, right  
9 next to the hole-punch? It says:  
10 "Warning markers from PNC and OPUS: give  
11 an explanation if the reason why ..."  
12 I think that should mean "of":  
13 "... of the reason why they have been placed on the  
14 nominal and what year. These details can be found on  
15 both PNC and OPUS under 'flag/markers'.  
16 MR O'HARE: Yes.  
17 MR BEER: Is that the same point again?  
18 MR O'HARE: That is the same point again. That is designed  
19 just to put some context to the gravity of the offences,  
20 how long ago it was, and also for us to consider things  
21 around weeding policies and whether or not that marker  
22 should be one that should be informing our future  
23 direction.  
24 MR BEER: Okay. Can we move back, please to page 3.  
25 Under section 4, "Intelligence checks", we have

Page 32

1 already read the first bullet point. Then, the second  
 2 bullet point, Mr O'Hare reads:  
 3 "Any intelligence that provides information that  
 4 tends to undermine or decrease the level of risk must  
 5 also be included."  
 6 Can you help us as to why that was specifically  
 7 included?  
 8 MR O'HARE: If you have various elements of intelligence  
 9 coming through, and it might be if, for example, we use  
 10 an example of a -- somebody has possession of a firearm,  
 11 yet some of the intelligence says, "But they keep that  
 12 concealed in a locked cabinet in a shed", that would  
 13 undermine the necessity, if you would, for a higher  
 14 level firearms operation to take place at that address  
 15 because there is an element of security around that  
 16 firearm where you could say there is reasonable grounds  
 17 to say we don't have to do a high level firearms  
 18 operation on that if the intelligence demonstrates that  
 19 the gun is secure somewhere else and the person subject  
 20 to the warrant doesn't have immediate access to that  
 21 firearm.  
 22 MR BEER: Then the form continues under section 4A to  
 23 require the author to tick some boxes and then insert  
 24 some narrative in relation to if the subject has a past  
 25 history or there is relevant intelligence concerning

Page 33

1 their criminal use or possession of firearms.  
 2 MR O'HARE: Yes.  
 3 MR BEER: The same for mere possession of weapons, at 4B and  
 4 then at 4C to 4G, and you can see what the subject  
 5 headings are; okay?  
 6 Then, I am going to go on, please, to paragraph 6,  
 7 on page 30, under the guidance notes.  
 8 Just under the hole-punch, it says:  
 9 "Intel: do not cut and paste. Read it, review it  
 10 and type it on the RA."  
 11 The?  
 12 MR O'HARE: Risk assessment.  
 13 MR BEER: "Include the NIR number, rating and date. Doing  
 14 this will assist you to understand your nominal and help  
 15 you in your research."  
 16 It is obvious why that is included, because the  
 17 explanation is included; was that thought to be  
 18 a problem with electronic databases, that people were  
 19 cutting and pasting material from A to B without  
 20 analysing and understanding it?  
 21 MR O'HARE: Yes. Yes, it was, and this was designed to make  
 22 sure that anybody coming for that application is well  
 23 versed, well read and understands the actual  
 24 intelligence picture, and it is also to prepare them to  
 25 be probed by the commanders as to the veracity and

Page 34

1 relevance of the intelligence. We just didn't want  
 2 people to simply copy what is on the system without any  
 3 due process, or check or balance, to make sure it is  
 4 still up to date and relevant.  
 5 MR BEER: There isn't a policy that goes with this form, is  
 6 there? The 1152.  
 7 MR O'HARE: Well, this is going back to what Tony said  
 8 earlier. It featured as part of the policy which has  
 9 been taken down now, which is currently under review for  
 10 the wider review of intelligence, but this has always  
 11 been signposted from that policy. So this is what  
 12 everybody uses when they are coming for a firearms  
 13 application, and this is what any TFC or tactical  
 14 firearms commander will be requesting at first point of  
 15 contact.  
 16 MR BEER: Was any training delivered to GMP officers or  
 17 staff about the completion of the 1152?  
 18 MR O'HARE: No, no bespoke training with regard to that.  
 19 Albeit when it was published there was guidance sent out  
 20 with regard to it, and as you can see, the 1152 is  
 21 peppered with explanatory guidance notes. But what we  
 22 have found is, since we introduced it, it has been  
 23 a very organic process, in terms of the quality has  
 24 improved as a result of people going through it and  
 25 understanding what is required.

Page 35

1 So we do rely on the commanders who are bringing  
 2 these in, to have an element of quality assurance around  
 3 them.  
 4 MR BEER: When was the policy taken down from the intranet?  
 5 MR O'HARE: Was it 2016, did you say?  
 6 MR CREELY: Sorry the?  
 7 MR BEER: The policy we just looked at.  
 8 MR CREELY: Sorry, the firearm cadre policy? We are looking  
 9 at the 1152 now, aren't we?  
 10 The risk assessment document about the stand-alone  
 11 intelligence?  
 12 MR BEER: Yes.  
 13 MR CREELY: That is only recently, within the last,  
 14 probably, three or four months for it to be developed.  
 15 MR BEER: Right. Just explain what needs to be done to it  
 16 to develop it.  
 17 MR CREELY: On that, when we have looked at that, because it  
 18 wasn't -- I have reviewed the document because I didn't  
 19 write the initial document. I reviewed it and thought  
 20 there was quite a few gaps in there, particularly around  
 21 form of words, et cetera, and the flow of the document,  
 22 particularly in relation to a bit more explanation into  
 23 the 1152 and a bit more -- if an operation then looks  
 24 like it is going to be coming pre-planned and where that  
 25 signposts you to go, because there is nothing on the

Page 36

1 firearm cadre risk assessment document that points you  
 2 towards potentially preplanned.  
 3 We have kept the 1152 working, but I have also asked  
 4 for enhancements on that as well, particularly around  
 5 objectives and intelligence picture.  
 6 MR BEER: Just explain what that means. You have asked for  
 7 enhancements around --  
 8 MR CREELY: Enhancement. The 1152, we're still using it,  
 9 but when I have reviewed the 1152 document, I still  
 10 think it is a -- it is a snapshot for me of a subject  
 11 profile, but within there, as well, because it is -- not  
 12 an application, it is you take an assessment to  
 13 a firearm TFC. It should have what the -- not only what  
 14 the person's -- it should have an audit trail of not  
 15 only of a person's current capability, it should have  
 16 an assessment on there of what the current intelligence  
 17 is in relation to the threat by that individual, and  
 18 that is vacant from that form, so potentially that has  
 19 been verbalised on another document.  
 20 So I have asked for a section to go on the 1152 so  
 21 it is not only a subject profile, it is also the current  
 22 intelligence and threat, and what is the objectives. So  
 23 everybody is clear what is that document with the TFC.  
 24 MR BEER: What do mean, whose objectives?  
 25 MR CREELY: The objectives of whatever the TFC writes on

Page 37

1 there because on there as well, whatever we do on there,  
 2 what is the objective? Is it safe to cover a firearm?  
 3 Because sometimes, when the 1152 goes to a TFC, they  
 4 might decide it is not a firearms supported warrant or  
 5 access to premises, et cetera. So when we go on there,  
 6 the initial objective we write on there is: what is the  
 7 intelligence? And what is the SIO objectives? And then  
 8 what is the TFC objectives?  
 9 MR BEER: I understand.  
 10 I think it is right, Mr O'Hare, that no pre-planned  
 11 deployment of GMP firearms officers should take place  
 12 unless the TFC has been presented with a completed 1152;  
 13 is that right?  
 14 MR O'HARE: That's right.  
 15 MR BEER: So if Operation Shire happened today, then there  
 16 would -- Mr Cousen or somebody on his behalf would have  
 17 to complete a 1152.  
 18 MR O'HARE: For every subject, yes.  
 19 MR BEER: So there would be three, potentially four?  
 20 MR O'HARE: Yes.  
 21 MR BEER: I am going to come back in a moment to deal with  
 22 what happens to the 1152 once it has been presented, as  
 23 that is the next stage of the process.  
 24 Now, Mr Creely, if you could look, please, in your  
 25 witness statement, at paragraph 51.

Page 38

1 MR CREELY: What page is that?  
 2 MR BEER: It is at page 64.  
 3 MR CREELY: I am on 64.  
 4 MR BEER: This is a whole part of your statement given over  
 5 to learning following the death of Anthony Grainger.  
 6 MR O'HARE: Yes.  
 7 MR BEER: You say in paragraph 51:  
 8 "GMP regional and national colleagues only started  
 9 to fully realise the cumulative effects of the wide  
 10 range of issues in the aftermath of the Inquiry hearings  
 11 this year."  
 12 The Inquiry hearings finished in May 2017.  
 13 MR CREELY: That's correct, sir, yes.  
 14 MR BEER: Can you explain what you mean by that sentence?  
 15 It is capable of a number of interpretations and it  
 16 may be a bit enigmatic, so just explain exactly what you  
 17 mean.  
 18 MR CREELY: What I actually mean by that is we are  
 19 developing documents in silos of each other. So whether  
 20 it is standing operating procedures, whether it is risk  
 21 assessment documents, we were developing documents  
 22 internal, say for example within GMP, but the  
 23 implication of some of the documents we were developing  
 24 have wider implications for the National Crime Agency  
 25 the Regional Organised Crime Units, MPCC leads,

Page 39

1 et cetera. So, as a result of that, what we realised,  
 2 really, we were all excellent at working in silos, and  
 3 SIOs going on a SOCPIT3 course, TFCs, SFCs have silo  
 4 training, NCA and the ROCUs train in isolation of each  
 5 other, and never have we actually come together and  
 6 actually look at do all the operating procedures, do  
 7 they flow into each other and are we working against  
 8 each other?  
 9 So what we mean by that is not the fact that we  
 10 weren't -- internally, we knew full well in GMP what the  
 11 issues were, but actually what we decided was actually  
 12 this is a wider issue for both region and nationally in  
 13 relation to some of the policies that are in place.  
 14 So what, basically, I mean by that statement is  
 15 actually some of the areas we need to develop are just  
 16 not within GMP's gift to do on our own and we have to be  
 17 collaborating with the wider national circuit.  
 18 MR BEER: You say in paragraph 52:  
 19 "Issues regarding the collation, analysis and  
 20 dissemination of intelligence relevant to planned armed  
 21 deployments affect regional and national law enforcement  
 22 agencies."  
 23 Which I think is one of things you just said.  
 24 MR CREELY: Yes.  
 25 MR BEER: "I believe that whilst issues need to be addressed

Page 40

1 as quickly as possible, there is a risk of GMP making  
 2 policy changes in isolation, when in fact all agencies  
 3 need to work together to make informed changes based  
 4 upon learning from the Inquiry. This should better  
 5 enable us to get to the heart of the issues and work out  
 6 long term solutions."  
 7 What was the risk, or were the risks, that you saw  
 8 of GMP making policy changes in isolation?  
 9 MR CREELY: I think the main issue is, in fact, is because  
 10 a lot of it -- when you look at APP, for example, in  
 11 relation to how we manage intelligence, it is quite  
 12 generic, sir, and as a consequence of that you can have  
 13 several interpretations of it.  
 14 We decided we needed more specific guidelines on the  
 15 management of intelligence, particularly in relation to  
 16 when we do armed deployments. If we start putting down  
 17 specific guidelines, other -- it affects other agencies,  
 18 particularly around legislation, et cetera, policies,  
 19 et cetera, that they might not be happy with the fact  
 20 that we might be revealing tactics and so on. So even  
 21 though I -- me, personally, and the working group, we  
 22 decided that we needed specific guidelines. We have to  
 23 get the buy-in of everybody involved, otherwise we're  
 24 doing a document, if nobody agrees to it, then we cannot  
 25 use it because we don't own certain elements of

Page 41

1 intelligence.  
 2 So, in essence, what we did was we know we need  
 3 specific guidelines, APP doesn't give you specific  
 4 guidelines, but for us to do specific guidelines, we  
 5 need the buy-on of agencies who own certain elements of  
 6 the intelligence flow.  
 7 I don't know if I have explained that well?  
 8 MR BEER: Okay, you say in paragraph 55:  
 9 "Collectively, GMP regional and national protocols  
 10 for collating, analysing and disseminating sensitive  
 11 intelligence are in the process of being formally  
 12 reviewed."  
 13 I think that is by you.  
 14 MR CREELY: Well, me in collaboration with all the agencies  
 15 that have got involved in it, Home Office, National  
 16 Crime Agency, various regional organised crime units,  
 17 NPCC leads, TFCs, SFCs, from GMP, Metropolitan Police,  
 18 from other OCUs down south, Police Northern -- PSNI,  
 19 Police Scotland, everyone is involved in it because,  
 20 obviously, not one person has the best solution and we  
 21 are all coming together to come up collaboratively with  
 22 the best way going forward.  
 23 MR BEER: Just to see exactly what is being done, you say in  
 24 paragraph 56:  
 25 "My line manager is ACC Alan Barr."

Page 42

1 He is a GMP ACC?  
 2 MR CREELY: No, he is actually a Merseyside ACC, but again  
 3 he is seconded to TITAN.  
 4 MR BEER: You say he is also the NPCC confidential unit  
 5 lead. So within the NPCC, he is to  
 6 confidential/sensitive intelligence issues to the NPCC  
 7 what Mr Chesterman is to armed policing?  
 8 MR CREELY: That's correct, sir, yes.  
 9 MR BEER: You say, in 57:  
 10 "In a letter dated 11 August 2017, ACC Jardine ..."  
 11 Who is a GMP ACC.  
 12 MR CREELY: That's correct, sir, yes.  
 13 MR BEER: "... invited Mr Barr and me to lead an end to end  
 14 national review exploring areas of concern highlighted  
 15 during the Inquiry regarding systems and practices in  
 16 place relevant to the flow of sensitive information  
 17 between the NCA, the ROCU and the wider police service."  
 18 Now, that -- and we will look at the letter in  
 19 a moment, of 11 August -- was particularly focused in  
 20 two ways: firstly on sensitive intelligence.  
 21 MR CREELY: Originally, sir, yes, it was.  
 22 MR BEER: You say originally, has it broadened out?  
 23 MR CREELY: That's why I am enhancing the documents we have  
 24 already discussed, the 1152, the firearms document,  
 25 because they all need to flow into one because it is

Page 43

1 wider than sensitive intelligence. It includes overt  
 2 intelligence as well.  
 3 MR BEER: It seemed to be focused on intelligence flow  
 4 between the NCA, the ROCU and the wider police service,  
 5 which is rather different from the more humble  
 6 day-to-day intelligence flow just within a force.  
 7 MR CREELY: Yes, that's correct. So it is more to do, sir,  
 8 with pre-planned operations.  
 9 MR BEER: Okay, if we look, please, at the letter. I think  
 10 that is page 1052, which I think is at the end of  
 11 volume 2, of Z2. Is that the letter to which you were  
 12 referring?  
 13 Yes, maybe move that.  
 14 MR CREELY: Thank you.  
 15 MR BEER: Is that the letter to which you were referring,  
 16 Jardine to Barr.  
 17 MR CREELY: Yes.  
 18 MR BEER: You will see it is dated 11 August.  
 19 MR CREELY: Yes.  
 20 MR BEER: What prompted this?  
 21 MR CREELY: Well, it was really because -- there was two  
 22 things, really, because I was -- GMP recently moved to  
 23 the Regional Organised Crime Unit and probably the most  
 24 experienced person in that world in GMP. When we had  
 25 the sit down as a result of the findings and we were

Page 44

<p>1 interpreting them --</p> <p>2 MR BEER: You mentioned findings there --</p> <p>3 MR CREELY: I don't mean findings, sorry. When we were</p> <p>4 looking at some of the issues coming out of the public</p> <p>5 Inquiry, sorry, of how we were interpreting them.</p> <p>6 MR BEER: Right, yes, we don't want get ahead of ourselves.</p> <p>7 MR CREELY: I do apologise, sir, I didn't mean finding.</p> <p>8 How we were interpreting and I was involved in that</p> <p>9 conversation. It was actually me -- when we were</p> <p>10 looking quite(?) at silos, it was me who actually said,</p> <p>11 "Actually, this is wider than GMP. It goes more to</p> <p>12 regional and national", because I then moved to the ROCU</p> <p>13 and because ACC Alan Barr was the CONFI national lead,</p> <p>14 it made sense, when we had a discussion with GMP</p> <p>15 command, that we lead on that review.</p> <p>16 MR BEER: Now, there is a potential crossover here,</p> <p>17 an actual crossover here between some sensitive issues</p> <p>18 that we are not going to speak about today, but I don't</p> <p>19 think anything in this letter requires those to be</p> <p>20 mentioned today.</p> <p>21 If you look, there is some background in paragraphs</p> <p>22 1 to 7.</p> <p>23 MR CREELY: Yes.</p> <p>24 MR BEER: Then, just below the hole-punch, ACC Jardine says:</p> <p>25 "My reasons for inviting you to support a review are</p> <p style="text-align: center;">Page 45</p>	<p>1 MR CREELY: That's correct, sir, yes. We started the first</p> <p>2 working group not long after the letter.</p> <p>3 MR BEER: You mentioned a working group, you set up</p> <p>4 a working group; is that right?</p> <p>5 MR CREELY: That's correct, sir, yes.</p> <p>6 MR BEER: That had some of the agencies that you mentioned</p> <p>7 earlier, in one of your earlier answers, on it.</p> <p>8 MR CREELY: Yes.</p> <p>9 MR BEER: Is it right that you are the chair of the working</p> <p>10 group?</p> <p>11 MR CREELY: It is correct that, sir, yes.</p> <p>12 MR BEER: And you have led a series of working group</p> <p>13 meetings in order to progress the review.</p> <p>14 MR CREELY: Yes.</p> <p>15 MR BEER: When is the review likely to report?</p> <p>16 MR CREELY: Well, there are certain things within the</p> <p>17 working group that we can actually change, so everything</p> <p>18 I do, even the documents, even the 1152 and even in the</p> <p>19 firearm risk assessment cadre document that we are</p> <p>20 enhancing, that would be washed through that group</p> <p>21 because it makes sense we have all these experts here</p> <p>22 from all these various groups, that we will wash them</p> <p>23 through there, get their advice on them and modify them</p> <p>24 from that advice. Those documents will be signed off</p> <p>25 well before the summertime and particularly in relation</p> <p style="text-align: center;">Page 47</p>
<p>1 because you are not only the head of the north-west</p> <p>2 ROCU, but you are also national lead for confidential</p> <p>3 units, therefore I believe you are well placed to secure</p> <p>4 meaningful engagement with the relevant law enforcement</p> <p>5 agencies and to support an end to end multi-agency</p> <p>6 review. Your recent appointment of [you] presents</p> <p>7 a well timed opportunity to lead an end to end review</p> <p>8 that seeks to harmonise policy and identify best</p> <p>9 practice between key stake holders."</p> <p>10 My understanding is that you, Mr Creely, are</p> <p>11 supportive of a review and engage provisionally in</p> <p>12 dialogue about it with Detective Chief Superintendent</p> <p>13 Paul Rumney and DCI Ryan Davies. They are both GMP</p> <p>14 officers who were appointed to lead and support the GMP</p> <p>15 response to the public Inquiry.</p> <p>16 Then to that end, DCS Creely has proposed the</p> <p>17 following scope review, the content of which GMP</p> <p>18 endorses. Then it is set out -- I am not going to read</p> <p>19 it all out.</p> <p>20 I will just give the chairman a moment to read it to</p> <p>21 himself.</p> <p>22 THE CHAIRMAN: Yes.</p> <p>23 MR BEER: Thank you.</p> <p>24 Now, did the review start fairly shortly after the</p> <p>25 11 August last year?</p> <p style="text-align: center;">Page 46</p>	<p>1 to some of the issues that I cannot discuss in here, in</p> <p>2 relation to the specific guidance flow on that flow of</p> <p>3 intelligence, how we are managing it.</p> <p>4 Other areas of business which have wider national</p> <p>5 implications, them recommendations from that will go to</p> <p>6 the various MPCC leads. And what I mean by that, for</p> <p>7 example, is even on overt, is a recording of briefings,</p> <p>8 intelligence briefings from SIO to TFC, et cetera, so</p> <p>9 more auditable and transparent process, but they are --</p> <p>10 they will -- them recommendations will go to the leads</p> <p>11 as a result of the working group.</p> <p>12 Obviously, as you can see from the original</p> <p>13 statement in the working group, the Home Office are</p> <p>14 involved in that as well and fully supportive, both on</p> <p>15 a funding perspective and in relation to the concept of</p> <p>16 what we are trying to achieve.</p> <p>17 So certain elements of it will be signed off within</p> <p>18 a few months, other elements, there will be</p> <p>19 recommendations coming out from the working group.</p> <p>20 MR BEER: Recommendations to whom?</p> <p>21 MR CREELY: To the national leads, like, for example, ACC</p> <p>22 Alan Barr's a CONFI unit we have different leads all</p> <p>23 over it and it will be going to them for agreement,</p> <p>24 particularly on a very topical issue about recording and</p> <p>25 audio, et cetera.</p> <p style="text-align: center;">Page 48</p>

1 MR BEER: Different request from a different party,  
2 stenographers this time -- maybe just slow it down a  
3 little bit and increase the volume. Yes, so two  
4 requests, please.  
5 MR CREELY: Okay.  
6 MR BEER: Okay. The answer is that there is no definite  
7 date because we are not talking about one product and  
8 one report. There are some things that are going to be  
9 done by summertime --  
10 MR CREELY: Yes.  
11 MR BEER: -- but other things that need to be reported on  
12 with recommendations to national leads.  
13 MR CREELY: Yes, sir, that's correct because, in a way, we  
14 are using GMP as a pilot for the concept of a lot of the  
15 areas that we are developing, so we can then tweet them,  
16 get feedback during working group and then, obviously,  
17 right through from the NCA right through to SFCs, we get  
18 that collaborative response on whether they think  
19 something is working or not. So a lot of the documents  
20 will be signed off by the summer. The more high level,  
21 they will be the recommendations that will be going to  
22 the national leads for that area of business.  
23 MR BEER: Okay, if we just go back to your witness  
24 statement, then, please, and look at paragraph 62 and  
25 63.

Page 49

1 MR CREELY: Yes.  
2 MR BEER: You say:  
3 "GMP is developing an SIO/firearms command guidance  
4 protocol concerning intelligence management, collation,  
5 analysis and dissemination."  
6 Is that right?  
7 MR CREELY: That's correct, sir, yes.  
8 MR BEER: When did the development of that begin?  
9 MR CREELY: During the working group.  
10 MR BEER: Okay, this is not something separate from what you  
11 have just been speaking about? This is one of the pilot  
12 things.  
13 MR CREELY: This is part of the pilot things, sir. Yes,  
14 sir, on the working group.  
15 MR BEER: How far progressed is that protocol?  
16 MR CREELY: That is one of those that I anticipate will  
17 be -- when we get the agreement of the all the agencies,  
18 it will be signed off by the summertime.  
19 MR BEER: Just tell us what the scope of the protocol is,  
20 who it is aimed at and how it is going to be  
21 disseminated.  
22 MR CREELY: It is aimed at -- well, right from the start, it  
23 is end to end. It is aimed at where the intelligence  
24 flow starts from right through to, for example, the ROCU  
25 to SIOs, TFCs and SFCs. That's what that flow is aimed

Page 50

1 at -- it is how we manage the intelligence and the  
2 scrutiny of the intelligence right through. So, in  
3 essence, at the end of it, the SFC is satisfied that,  
4 with the intelligence picture, and the tactics are  
5 proportionate to that intelligence picture. That is the  
6 concept of it.  
7 MR BEER: Okay, so it is called a protocol; is that the same  
8 as a SOP?  
9 MR CREELY: It will form part of the ROCU SOP. You have to  
10 excuse me for my words sometimes, a "protocol", I've  
11 obviously just thrown that into the conversation, but  
12 it's that, where I said before about where there is  
13 a lack of guidance because APP and other national  
14 documents are very generic. This is actually us putting  
15 meat on the bones, so to speak, and actually giving  
16 a clear guideline of how you manage that intelligence,  
17 from start to end to end.  
18 MR BEER: In ordinary language, it is a policy?  
19 MR CREELY: Yes.  
20 MR BEER: It is intended to be adopted by the six forces in  
21 the ROCU, your ROCU.  
22 MR CREELY: That's correct, sir, yes.  
23 MR BEER: It will be aimed at both intelligence providers,  
24 like SIOs.  
25 MR CREELY: Yes.

Page 51

1 MR BEER: So it would be aimed at somebody in our situation,  
2 like DCI Rob Cousen.  
3 MR CREELY: That's right, sir, yes.  
4 MR BEER: Aimed at TFCs, SFCs; anyone else?  
5 MR CREELY: Right through, going right back to the very  
6 start, the agencies from that end to end, so that is the  
7 whole point.  
8 In essence, in the past, what we have done is we  
9 tend to do our reviews where it starts at force and,  
10 actually, on this review, we have gone right back and  
11 said, "Actually, there is a start to this journey", and  
12 that is where we have gone right back to. So it is  
13 an end to end review of that intelligence.  
14 MR BEER: At the moment, there isn't anything that covers  
15 this, is there?  
16 MR CREELY: There is nothing nationally that covers it  
17 because, again, it is quite generic.  
18 MR BEER: Okay.  
19 Has any thought been given to issuing an interim  
20 policy or interim guidance to the forces within your  
21 ROCU on the matters that you have just spoken about?  
22 Because every day -- maybe not every day, but every week  
23 at least, there are armed operations considered and  
24 sometimes mounted.  
25 MR CREELY: Yes.

Page 52

1 MR BEER: The management of the intelligence that leads to  
2 armed deployment is an important issue; is there  
3 anything filling the void?  
4 MR CREELY: Sorry, sir, from a GMP perspective, yes.  
5 I mean, the problem with the GMP perspective at the  
6 minute is, why we need a specific guide, is because we  
7 all, at every rank, scrutinise all the intelligence now.  
8 So, in essence, what happens is everyone was doing  
9 each other's job because nobody trusts anybody and,  
10 obviously, that is not sustainable.  
11 When you start rolling it out to the region,  
12 a different chief constable, it is a lot more -- that is  
13 why the working group -- when we put that forward --  
14 because there is still some other forces who don't  
15 believe in some of the concept of how we should record  
16 intelligence or how -- when we should disclose it,  
17 et cetera, but that's why we are making the specific  
18 guidelines because everybody has their own  
19 interpretation of it and everybody believes --  
20 MR BEER: Yes, just --  
21 MR CREELY: I'm sorry. I'll slow down.  
22 MR BEER: You had increased the volume, it is very fast.  
23 Just slow down.  
24 MR CREELY: The volume was fine, I will just slow down?  
25 Okay.

Page 53

1 So, in essence, what we are trying to do is because  
2 the interpretation, everybody, every force, not just in  
3 the region but nationally, thinks their interpretation  
4 is the right interpretation of it. Obviously -- but  
5 every force hasn't gone through a public inquiry and  
6 some of them don't understand what the real issues are,  
7 and it is us highlighting these issues now and why it is  
8 really important at this working group.  
9 So, in essence, the realities at the minute, all the  
10 forces, like GMP, are overscrutinising everything. So  
11 everybody is doing everyone else's role because of that  
12 lack of trust.  
13 The guideline will make sure that people are quite  
14 clear in what their role is and who is responsible for  
15 ensuring the scrutiny of that intelligence.  
16 MR BEER: You say, over the page, please, at page 66, in  
17 paragraph 66:  
18 "Electronic command and control procedure, and  
19 planned armed deployments, collation, analysis and  
20 dissemination of intelligence."  
21 Under that heading, that GMP is developing and has  
22 trialled a shared computerised system for the serious  
23 organised crime group SIOs and tactical firearms  
24 commanders jointly to operate.  
25 MR CREELY: That's correct, sir, yes.

Page 54

1 MR BEER: Can you just tell us what this physically looks  
2 like?  
3 MR CREELY: Well, from that gap when we said we have the  
4 spontaneous firearms intelligence, and the response is  
5 that guidelines, then when people go on to the 1152, in  
6 essence, what the SOCTAB is, is --  
7 MR BEER: What the?  
8 MR O'HARE: Sorry, it is in my head that, the Serious and  
9 Organised Crime Threat Assessment Briefing, because that  
10 is specifically for pre-planned armed deployments.  
11 MR BEER: Just tell us, nice and slowly, a little bit more  
12 about that, please.  
13 MR CREELY: What that allows us to do is -- the person who  
14 has developed it within GMP is the person who has also  
15 developed the national threat to life electronic system  
16 that has now gone out nationally.  
17 What this allow us, like the 1152 there, so it  
18 allows, the SIO, and obviously the officers who work for  
19 the SIO, to submit all the intelligence from the 1152 on  
20 to the electronic briefing document. When all that  
21 intelligence is on there and the intelligence is as per  
22 the 1152 --  
23 MR BEER: Slow down.  
24 MR CREELY: -- is the current intelligence and the current  
25 capability of the subject linked to that intelligence.

Page 55

1 So it is not the whole subject profile that sits on  
2 a police computer system. So, for example, that will  
3 allow the TFC to come in there and if someone has  
4 a warning marker, they click a the warning marker and  
5 that shows an audit trail to what the warning marker has  
6 come from, whether it is intelligence or a PNC marker,  
7 and another further, it will go into the detail of that  
8 warning marker.  
9 What that does, it allows between the SIO and the  
10 TFC to totally scrutinise intelligence that is current  
11 to say: is it pertinent and relevant to that current  
12 threat there and then?  
13 Everything is timed and dated on the document, any  
14 comments on there.  
15 MR BEER: Just breaking it down, it is a piece of software,  
16 is it, that leads to, on a computer screen, a shared  
17 document?  
18 MR CREELY: Yes.  
19 MR BEER: That is shared between the SIO and the TFC?  
20 MR CREELY: That's correct. It is basically the SIO -- it  
21 is basically the SIO's investigation with all the  
22 intelligence on, with the TFC cadre risk document on it.  
23 So it has basically put them both together there, so  
24 whether they were together or not, they can assess each  
25 other's scrutinies.

Page 56

1 MR BEER: It is like an 1152, but specifically for serious  
2 and organised crime group operations, with a bolt on  
3 with the TFC's risk assessment added to it; is that  
4 right?  
5 MR CREELY: It says -- but it is also -- it is, but it is  
6 actually further because you actually see all the  
7 rationale on there, all the comments and then why are  
8 comments -- so, for example, if they decide to remove  
9 a marker, there is rationale why that marker has been  
10 removed and it is timed and dated.  
11 MR BEER: Stopping there, when you say when they decide to  
12 remove a marker.  
13 MR CREELY: Not say it is pertinent to the investigation,  
14 should I say. It won't come in the rationale.  
15 MR BEER: So the intelligence case that the SIO has  
16 presented has a violence marker for an out of date  
17 affray.  
18 MR CREELY: Yes.  
19 MR BEER: Or an old affray, say, and there is a facility for  
20 that to be taken out of consideration in the TFC's  
21 decision making and a reason given for taking that out  
22 of consideration.  
23 MR CREELY: That's correct. Why it is relevant or not  
24 relevant.  
25 MR BEER: Mr O'Hare, I think you wanted to --

Page 57

1 MR O'HARE: Yes, just to add to what Tony said. It  
2 essentially makes the 1152 a living document, but with  
3 the control measures in place, but with a time stamp to  
4 demonstrate where it is at that point in time, so for  
5 example, when you think of an ongoing operation where  
6 intelligence is coming in, in real-time and at different  
7 times, some of which will negate what initially came in,  
8 it also gives the firearms commander and the SIO the  
9 opportunity to refresh the threat and risk assessment at  
10 that point in time, based on what has happened or what  
11 you have got as a result of surveillance operations.  
12 And what is really helpful about this, and what  
13 really makes this different to anything else that  
14 anybody's got is it allow us to constantly keep the  
15 capability of the individuals under scrutiny for that  
16 point in time. So that it might start off as this is  
17 a firearms operation, but as a result of what we have  
18 seen, what we have heard, what intelligence has  
19 happened, it is now not. Or at this point we are  
20 removing firearms, we are going to maintain unarmed  
21 surveillance, but we can step back into it. When you  
22 are bringing, perhaps, a different TFC in or another SFC  
23 for handovers, it brings you to the point in time where  
24 you are then not going back to the beginning and  
25 starting to do the risk assessment again. So it is

Page 58

1 designed to bring consistency and approach to it and  
2 keep the timeliness and relevance of the intelligence  
3 picture.  
4 MR BEER: Okay.  
5 You say, Mr Creely, that it has been developed or is  
6 being developed and has been trialled, when was it first  
7 trialled?  
8 MR CREELY: It is actually being trialled as we speak, now,  
9 within the Covert Collection Unit, because they develop  
10 jobs often that come into the serious and organised  
11 crime group. They will develop them, so it is being  
12 trialled in there as well because we need to tweak it as  
13 we go along.  
14 MR BEER: When was it first trialled?  
15 MR CREELY: It is ongoing now, as we speak.  
16 MR BEER: But when was it first trialled?  
17 MR CREELY: I think the operation they put it on is only a  
18 couple of weeks old, in development. It is just to get  
19 the concept -- because it has been designed between SIOs  
20 and TFCs, this document.  
21 MR BEER: When you had made your statement, back on  
22 20 December, you said, "GMP is developing and has  
23 trialled".  
24 MR CREELY: We have trialled the concept, but the actual  
25 electronic device was still in development because we

Page 59

1 just didn't have it. Now we have got it.  
2 MR BEER: Has it been used in any actual case operations?  
3 MR CREELY: Not on a syndicate as such, like where you would  
4 maybe have Rob Cousen running as SIO, but actually in  
5 the covert development side, where there is less of  
6 a risk. It has been developed within there on jobs  
7 where we are developing jobs.  
8 So there a risk attached to it, but it is when they  
9 are looking at Tony Creely at the very early start of  
10 what his life is going to be like before it goes on to  
11 syndicate, if that makes sense.  
12 MR BEER: It is being trialled in operations, but not ones  
13 that are likely to result in the deployment of firearms  
14 officers?  
15 MR CREELY: No, no, no, it couldn't. At the minute, it  
16 hasn't done that document as the intelligence develops,  
17 but it could easily go to a firearms deployment within  
18 the CAB.  
19 And the whole idea of this as well, sir, is the  
20 fact -- is that national working group, as well, they  
21 are all sat in with anticipation now because now  
22 obviously, clearly, at the minute, this is stand-alone  
23 electronic system and eventually we want it linked into  
24 the police computer system, and that would be work  
25 ongoing.

Page 60

1 It is a concept of it and the way it works that we  
 2 are really trialling at the minute.  
 3 MR BEER: You mentioned in some of your answer there,  
 4 gentlemen, that there was a facility to click on the  
 5 mention of some intelligence that would take you back to  
 6 the original source, whether that is OPUS or PNC or some  
 7 other criminal intelligence system.  
 8 So the facility is not to rely on a gist or  
 9 a summary of the intelligence, but if you wanted to, to  
 10 go back and look at the actual intelligence; is that  
 11 right?  
 12 MR CREELY: That's correct, and it is particularly more  
 13 pertinent when you get a change in TFC roles as well,  
 14 that they can go back and test the intelligence, see  
 15 that current, correct picture there and then, and they  
 16 can actually see the audit trail of why something is  
 17 relevant or why something isn't, and go back and do the  
 18 whole audit trail themselves.  
 19 MR BEER: One last question on this topic before we maybe  
 20 have the morning break.  
 21 In paragraph 71, Mr Creely, you say in the second  
 22 sentence:  
 23 "Once input on to the system, the TFC's ICI ..."  
 24 Just explain, remind the chairman, what the ICI is?  
 25 MR CREELY: It is John's area this, but it's the intent

Page 61

1 capability.  
 2 THE CHAIRMAN: The identification capability, in a sense,  
 3 yes.  
 4 MR CREELY: It is more a firearms --  
 5 MR BEER: So their assessment, automatically and verbatim,  
 6 populates the part of a PowerPoint presentation used for  
 7 the purpose of briefing AFOs.  
 8 Mr O'Hare, are you better speaking to that?  
 9 MR O'HARE: Yes.  
 10 Sir, you are absolutely right. The ICI is a really  
 11 important part of the firearms threat and risk  
 12 assessment and it just makes you focus on the  
 13 individual, their capability and their intent, and in  
 14 order to do that, to do it properly, you rely on the  
 15 most up to date, relevant intelligence to make that  
 16 informed assessment.  
 17 What this system enables us to do is identify the  
 18 most relevant detail to populate that ICI and, once it  
 19 is populated, we then store that as: this is what we see  
 20 that individuals capability to be and intention.  
 21 Because it is date and time stamped, that will  
 22 change throughout the operation, depending what we see  
 23 from surveillance, depending what other intelligence we  
 24 have, depending on what we see actually take place. So  
 25 it gives the SIO and the TFC the opportunity to not just

Page 62

1 go after the one person based on what we started to know  
 2 about this person three months ago, it is what did we  
 3 know about this person three hours ago, and it is  
 4 designed, the whole concept, to keep everything spinning  
 5 the national decision model, keeping everything under  
 6 constant assessment, to make sure the proposed tactics  
 7 are still necessary, proportionate and commensurate to  
 8 whatever threat we think is going to be posed by those  
 9 individuals.  
 10 MR BEER: I was more interested in the part that  
 11 automatically populates.  
 12 MR O'HARE: Yes.  
 13 MR BEER: This a dialogue that is happening between SIO and  
 14 TFC. They are completing a shared document,  
 15 effectively.  
 16 MR O'HARE: Yes.  
 17 MR BEER: Part of it automatically populates that which the  
 18 TFC may, in due course, brief.  
 19 MR O'HARE: Yes. Yes, it does. You press on -- there is  
 20 a tab on the initial front piece of the software, which  
 21 has the ICI on to it, and you go into there and it  
 22 automatically puts in the most relevant intelligence,  
 23 which has been getting tested as we go along, into the  
 24 ICI.  
 25 So you don't introduce -- the intelligence feed is

Page 63

1 something which hasn't already gone through this  
 2 constant vetting and due process of this operation. The  
 3 only thing that goes in there is something that has been  
 4 tested and challenged and deemed to be appropriate at  
 5 that point in time, to make an informed ICI.  
 6 MR BEER: I will come back to that.  
 7 MR CREELY: Can I make a point on that bit?  
 8 MR BEER: Yes, I'm sorry.  
 9 MR CREELY: The whole idea of that is, as well, is -- and  
 10 I have been working with the, you know, the TFC mark  
 11 that actually is doing it, is to ensure that invariably,  
 12 going forward, unless there is something really  
 13 pertinent that should be on that briefing, them  
 14 briefings will be quite generic because the tactic will  
 15 be proportionate to the intelligence in a way. Often  
 16 the intelligence is irrelevant to the AFOs. It is only  
 17 if there's something pertinent to them AFOs will it be  
 18 included in there.  
 19 So, going forward, then the SFO can see, start to  
 20 finish what that presentation looks like that's going to  
 21 the AFOs to agree it, but the reality is it will be very  
 22 generic.  
 23 MR BEER: You said a couple of times, there, that what the  
 24 AFOs will get shown in the briefing will be very generic  
 25 because the detail of the intelligence isn't often

Page 64

1 relevant to them; can you expand on that and why that is  
 2 so and why had a is your view?  
 3 MR CREELY: Because as we know in the past, sometimes  
 4 obviously in the past we have had intelligence,  
 5 specifically like Tony Creely is trying to source  
 6 a firearm that we may potentially go on an AFO briefing  
 7 on that.  
 8 MR BEER: Slow down.  
 9 MR O'HARE: That is not really relevant for them.  
 10 What it is about now is -- and this is one of the  
 11 battles we have with the SFCs now as well -- is the fact  
 12 is all we need to make sure is the tactics are  
 13 proportionate to the intelligence threat picture as we  
 14 see it on the serious and organised crime threat  
 15 assessment briefing. So that allow us actually to  
 16 populate, from start to finish, the start of the  
 17 investigation with the SIO, right through to the TFC  
 18 SFC, is that intelligence picture. It will actually get  
 19 weird as it goes through because it is just the tactics.  
 20 MR BEER: Slow down.  
 21 MR CREELY: I do apologise.  
 22 MR BEER: When you see smoke coming off the gentleman over  
 23 there, his fingers, that is when it is time to slow  
 24 down.  
 25 MR CREELY: So, basically, that is what it is there for. It

Page 65

1 is just to make sure that there is only intelligence  
 2 going in there that the SFC and the TFC think is  
 3 pertinent to knowledge of the AFOs. Generally, it is  
 4 just --  
 5 MR BEER: What is the touchstone for that? You tended to  
 6 suggest that AFCs --  
 7 THE CHAIRMAN: AFOs.  
 8 MR BEER: Sorry, AFOs didn't actually need to know much  
 9 about the intelligence and, therefore, it is its overall  
 10 effect that generalised and then given to them that is  
 11 important, but that it is up to the SIO and TFC to  
 12 decide that; why is that so?  
 13 MR O'HARE: Just if I may, just before I get to that point,  
 14 this whole system, once we have established at the point  
 15 in time where we are going to do the firearms operation  
 16 and the briefing, what is held on the system at that  
 17 point in time in terms of the threat assessment will  
 18 then be what is used on the briefing. So it  
 19 demonstrates that audit trail of why you brief the  
 20 people. And the only thing they all get is at this  
 21 point in time, when we now think we are ready to do the  
 22 job, that is what the threat is.  
 23 What the briefing will have then is -- the criteria  
 24 has been met for the deployment of armed officers, this  
 25 is who we are going for, this is the ICI of that

Page 66

1 individual, and these are the tactics that we are going  
 2 to use to do them.  
 3 In the main, that is the minimum that we would get,  
 4 but then if there is anything specific that would  
 5 enhance that operation, in terms of safety features to  
 6 the subjects or to the officers themselves, that would  
 7 be put in if we thought that was relevant, but what we  
 8 will not do is go back to the days where we simply did  
 9 a generic briefing with a photograph listing everyone's  
 10 warning markers and putting too much into a domain.  
 11 Particularly on a long running job, where the narrative  
 12 gets blurred because people put their own interpretation  
 13 on to it. We keep it to: these are the facts based on  
 14 this point in time which are auditable and this is what  
 15 we are focusing on.  
 16 It stops the risk or temptation for people to either  
 17 elaborate on the intelligence or to put a false  
 18 narrative on it.  
 19 It is not to take people out of the chain. It is to  
 20 give them the absolute bare minimum they need to be in  
 21 a position to make the best possible decisions, at that  
 22 point in time, using the sterile set of intelligence  
 23 data sets.  
 24 MR BEER: Okay, I will develop that after the break, if  
 25 I may.

Page 67

1 THE CHAIRMAN: We will take a short break now.  
 2 I was minded to give 10 minutes; is that going to  
 3 endanger the finish time today?  
 4 MR BEER: No.  
 5 (11.55 am)  
 6 (A short adjournment)  
 7 (12.11 pm)  
 8 MR BEER: Sir, thank you.  
 9 Gentlemen, can I turn to a second topic. It is  
 10 related and so there will be some overlap. Namely, GMP  
 11 policies and practices for the creation, quality  
 12 assurance and presentation of threat assessments for the  
 13 purposes of armed deployments, pre-planned armed  
 14 deployments.  
 15 If we could start, please, with you, Mr O'Hare. If  
 16 you look at paragraph 20 of your witness statement,  
 17 which is page 4 of the bundle.  
 18 Do you have that?  
 19 MR O'HARE: Yes, I am there.  
 20 MR BEER: "We asked what GMP policies exist as to how  
 21 a threat assessment should be created, how a threat  
 22 assessment should be quality assured and how a threat  
 23 assessment should be presented to AFOs for the purposes  
 24 of a planned armed deployment within the meaning of the  
 25 APP."

Page 68

<p>1 In paragraph 20, you said: 2 "GMP currently has no written policy for the 3 creation, quality assurance or presentation of a threat 4 assessment." 5 You say, in paragraph 21, that you are currently 6 undertaking change work, that you refer to later in the 7 statement; yes? 8 MR O'HARE: That true, sir, yes. 9 MR BEER: Can we, please, take up volume Z2, at page 655, 10 which I think is the second volume. So 655, please. 11 Do you have that? 12 MR O'HARE: Yes. 13 MR BEER: This is part of the report of the review of 14 Mr Kevin Nicholson. 15 MR O'HARE: Yes. 16 MR BEER: Dated 13 October 2017. 17 MR O'HARE: Yes. 18 MR BEER: Just explain to the chairman the circumstances in 19 which the Nicholson review -- as I am going to call 20 it -- came into being. 21 MR O'HARE: Okay, the Nicholson review was part of the 22 Arundale recommendations, who was appointed by the 23 Inquiry as the professional lead for firearms. So his 24 experience in that area, to look at the picture and 25 position with regard to how Greater Manchester Police</p> <p style="text-align: center;">Page 69</p>	<p>1 MR BEER: We are looking at a part of the review now; okay? 2 MR O'HARE: Okay. 3 MR BEER: If we can look, please, then, at page 655, at 4 paragraph 11.1, Mr Nicholson said the only standard 5 operating procedure presented to the review team, which 6 was relevant to briefing, is out of date, having been 7 approved in March 2012 and seemingly not reviewed or 8 revised since; that footnote takes us down to an SOP 9 number 3, dated 7 March 2012, which was in fact 10 something that was in front of the chairman for the 11 purposes of the Inquiry hearings proper. 12 Does that remain the case, that there is not 13 a standard operating procedure concerning the briefing 14 of and between firearms commanders? 15 MR O'HARE: That is still the case, sir, yes. 16 MR BEER: I just want to track a little how that has come 17 about, if I may. 18 Can we look, back, please, at page 650, under the 19 cross heading: 20 "Standard operating procedures." 21 MR O'HARE: Yes. 22 MR BEER: This is a more general issue, not just in relation 23 to the briefing of and between firearms commanders. 24 This is talking more generally about SOPs. 25 MR O'HARE: Okay.</p> <p style="text-align: center;">Page 71</p>
<p>1 managed firearms operations and, in one of the 2 recommendations from Mr Arundale, it suggested it may be 3 appropriate for an independent review to be conducted, 4 carried out, by an independent ... 5 Following that, we contacted Mr Chesterman, who is 6 the lead for firearms in the country, who appointed 7 Kevin Nicholson from the College of Policing to conduct 8 that review. 9 MR BEER: Okay, so just so that anyone listening knows, the 10 Inquiry appointed an expert, Mr Arundale. 11 MR O'HARE: Yes. 12 MR BEER: One of his recommendations was GMP, if they have 13 not already done so, should commission a review of armed 14 policing policy and training, to ensure compliance with 15 the code of practice, armed policing authorised 16 professional practice, the national training curriculum 17 and to incorporate lessons learned from Operation Shire. 18 MR O'HARE: Yes. 19 MR BEER: GMP went to Mr Arundale's successor, 20 Mr Chesterman, to identify a suitable person and he 21 identified Mr Nicholson. 22 MR O'HARE: That's correct, sir, yes. 23 MR BEER: Mr Nicholson conducted a review and we have his 24 complete review in the bundle. 25 MR O'HARE: Yes.</p> <p style="text-align: center;">Page 70</p>	<p>1 MR BEER: If we can just walk through this. 2 MR O'HARE: Okay. 3 MR BEER: Mr Nicholson says: 4 "The APP for armed policing is a national document. 5 It is not therefore possible or appropriate for this 6 document to describe in great detail the policy and 7 procedures in place in an individual force." 8 I think that is something Mr Creely has said 9 already. 10 MR O'HARE: Yes. 11 MR BEER: "Forces therefore need to have local procedure 12 documents known as SOPs, that describe in greater detail 13 exactly how the force interprets and implements the APP 14 at a local level." 15 Would you agree with that? 16 MR O'HARE: Yes. Yes, we do agree about this point. 17 MR BEER: At 10.2.2, he says: 18 "On 3 March, GMP had in the region of 40 operational 19 standard operating procedures. Some of these SOPs were 20 the subject of comment during the public Inquiry, eg 21 MASTS and specialist munitions." 22 That is indeed the case, isn't it? 23 MR O'HARE: It is. 24 MR BEER: "Regardless of the specific comments made, the 25 principle of SOPs and the necessity to have such local</p> <p style="text-align: center;">Page 72</p>

1 level operational clarity is sound. The APP simply does  
 2 not provide the required clarity in respect of procedure  
 3 and responsibilities at an individual force level to  
 4 ensure a consistent approach. Without SOPs to describe  
 5 the local implementation of APP, it is also very  
 6 difficult to accurately gauge compliance with the APP."  
 7 Do you acknowledge the force of what he is saying  
 8 there?  
 9 MR O'HARE: Yes, I do, sir. Yes.  
 10 MR BEER: He continues:  
 11 "Since the collaboration came into effect on  
 12 1 April 2013, the position regarding the maintenance of  
 13 operational SOPs appears to have become confused. The  
 14 view provided ..."  
 15 Sorry, before I go on there, the collaboration to  
 16 which he is referring there, on 1 April 2013, that is  
 17 different from the TITAN collaboration that I spoke  
 18 about earlier.  
 19 MR O'HARE: Yes.  
 20 MR BEER: Which began in 2009.  
 21 MR O'HARE: Yes.  
 22 MR BEER: Just tell the chairman what the collaboration was  
 23 from April 2013.  
 24 MR O'HARE: So this is the north-west armed policing  
 25 collaboration.

Page 73

1 MR BEER: NWAP.  
 2 MR O'HARE: NWAP, yes, which is made up of the north-west  
 3 forces Cumbria, Lancashire, Merseyside, Greater  
 4 Manchester Police, Cheshire and North Wales.  
 5 MR BEER: He continues:  
 6 "The view provided by a number of individuals spoken  
 7 to during the review was that a decision had been taken  
 8 at the point of collaboration that SOPs were unnecessary  
 9 and that APP would provide the benchmark for local  
 10 compliance. This is reflected in some of the meeting  
 11 minutes seen by the review team. However, without real  
 12 clarity and with regard to who made the final decision  
 13 to dispense with SOPs, when and how that decision was  
 14 communicated to the region."  
 15 Then he gives an example at 10.2.4, and I think we  
 16 actually have these minute notes elsewhere in the bundle  
 17 and I am not going to take us to those.  
 18 The GMP firearms policy minutes for 12 December 2013  
 19 include relevant information in the regional  
 20 collaboration update. An SOP update given to the  
 21 meeting, by a Sergeant Paxton, includes the following  
 22 bullet points. The first of them is PIM policy  
 23 completed and is with Chief Inspector Wood ready for  
 24 sign off.  
 25 Then there are some other policies mentioned in the

Page 74

1 next three paragraphs, concerning cross-border  
 2 protocols, regional fitness policies and animal  
 3 destructions. Then it says:  
 4 "General rule of thumb: if it is in the APP, you  
 5 don't require a policy."  
 6 Then if we move on, please, to 10.2.6:  
 7 "The meeting record is difficult to understand,  
 8 while reporting there is no need for SOPs where APP  
 9 exists, Sergeant Paxton also reports that the PIM policy  
 10 is ready for sign off."  
 11 He interprets that to mean PIP because the two words  
 12 or phrases are used interchangeably:  
 13 "PIP is however subject to its own detailed section  
 14 of APP."  
 15 Which, I think he is saying, on the basis of what  
 16 Sergeant Paxton says, should negate the need for an SOP  
 17 update. The later comments made suggest that regional  
 18 SOPs are required albeit with procedures as appendices.  
 19 Then he goes on to say, in 10.2.7:  
 20 "Having spoken with GMP policy and compliance team  
 21 and the regional firearms policy and compliance unit, it  
 22 would appear that the requirement for SOPs and the  
 23 responsibility for development and maintenance has been  
 24 interpreted differently."  
 25 That is differently as between the GMP team and the

Page 75

1 regional firearms policy and compliance team, I think:  
 2 "GMP's policy unit expressed a view that a reliance  
 3 on APP had largely replaced operational SOPs, but where  
 4 required, it was the responsibility of the regional  
 5 compliance unit. The regional policy and compliance  
 6 unit stated that they were responsible only for the  
 7 creation and maintenance of training SOPs."  
 8 Do you acknowledge the accuracy of what is set out  
 9 here?  
 10 MR O'HARE: I do, yes.  
 11 MR BEER: And accept what is said.  
 12 MR O'HARE: We accept that fully, yes.  
 13 MR BEER: Is the essence of what is being said is that,  
 14 firstly, it was believed by GMP that upon  
 15 regionalisation, if a topic was addressed by the APP, it  
 16 wasn't necessary to have a local SOP about it?  
 17 MR O'HARE: That was the understanding within  
 18 Greater Manchester Police, at that time.  
 19 MR BEER: But for the reasons given by Mr Nicholson, that  
 20 reasoning was not sound.  
 21 MR O'HARE: Yes.  
 22 MR BEER: Secondly, there appears to have been a difference  
 23 in interpretation or confusion, as between the local  
 24 compliance team and the regional compliance unit over  
 25 responsibility for creation of operational policies.

Page 76

1 MR O'HARE: Yes.

2 MR BEER: Do you know how that came about?

3 MR O'HARE: I don't now how it came about, other than just

4 to reinforce the picture which has been set out here by

5 Mr Nicholson.

6 The understanding within GMP was APP, which was

7 a new authorised professional practice, which in the

8 spirit of trying to adopt a national policy, GMP wanted

9 to support that national body going forwards, and the

10 understanding then of course was with the creation of

11 this new policy and compliance unit, that they would

12 then take responsibilities, particularly with that edge

13 of independence, for policy and compliance across all

14 areas of firearms activity within Greater Manchester

15 Police and the region.

16 So, how it came about, other than it being a new

17 concept using six different forces, against the new

18 framework of policy and guidance, it may have just got

19 missed in amongst all of the sort of background noise of

20 lots of change at one point.

21 MR BEER: What Mr Nicholson says, at 10.2.10, on page 652,

22 is:

23 "What this misunderstanding does not explain is why

24 having not received any operational SOPs from the

25 regional compliance unit since 2013, did the GMP policy

Page 77

1 unit not clarify responsibilities."

2 Is there an answer or a response to that?

3 MR O'HARE: The only response I could give to that would be:

4 I would imagine they would have just taken it for

5 granted that APP was still taking primacy over policy

6 and doctrine with regard to how we conducted firearms

7 operations, and so they might not necessarily have been

8 expecting anything further to come out, other than if it

9 was something specifically asked or requested to

10 complement something within the north-west.

11 MR BEER: I am going to skip over a large number of

12 paragraphs now that give some examples of the problems

13 that may have arisen, and go to 10.2.21, please, where

14 Mr Nicholson says:

15 "In summary, it appears that the 2013 decision to

16 dispense with SOPs, in favour of APP compliance, has led

17 to several years where each force within the region has

18 been operating without SOPs."

19 Is that correct?

20 **A. My understanding is it is a mixed picture there, in that**

21 **within the region, there will be some of the forces went**

22 **with APP, as we did, and some of the other forces may**

23 **have maintained or retained their local standing**

24 **operating procedures.**

25 MR BEER: So it is correct in so far as it applies to GMP?

Page 78

1 MR O'HARE: Yes. Yes, it is.

2 MR BEER: "In 2013, it appears there was an aspiration that

3 the north-west collaboration would eventually include

4 operations and training with consistency in tactical

5 delivery and ARV soft borders. Whereas the reality is

6 that, in 2017, only a training collaboration is being

7 progressed."

8 Is that correct?

9 MR O'HARE: Yes.

10 MR BEER: "Despite this, GMP, as a force, has not

11 reintroduced GMP specific operational SOPs.

12 "The absence of documented SOPs is a recurring theme

13 which impacts upon many of the areas for review

14 identified in the terms of reference."

15 He puts, as one of his key findings:

16 "The current absence of operational SOPs which

17 describe the detail necessary to apply APP at force

18 level is a vulnerability for GMP. GMP, together with

19 the north-west region, should undertake a gap analysis

20 of existing SOPs and decide whether to develop regional

21 or force level operational SOPs and start the policy and

22 compliance function appropriately."

23 Now, this report was delivered, I think four months

24 ago; what has happened since the delivery of the report

25 in relation to this issue?

Page 79

1 MR O'HARE: Okay, well, in terms of staffing, first of all,

2 that has been a challenge for us. We have, obviously,

3 now got an assistant chief constable who has

4 responsibility specific for policy and compliance, who

5 is overseeing that for us, for the north-west.

6 We are currently in the process of recruiting

7 further staff into there. Currently got three officers

8 on secondment for the training side of it and there's

9 just two now been appointed, who are due to start in the

10 compliance unit to do compliance.

11 MR BEER: Does it remain the case that, as at today's date,

12 the policy and compliance unit still has the one person

13 in it?

14 MR O'HARE: No. No, at this point in time the policy and

15 compliance unit has a superintendent and an inspector

16 who is chief firearm instructor with a deputy, two

17 officers performing the role -- sorry, three officers

18 performing a tasking and finish role around training.

19 Two other further officers have just been identified and

20 been selected to come in, imminently, to do the policy

21 and compliance, and Greater Manchester are putting in

22 a sergeant, as well, to conduct a further review of

23 that.

24 MR BEER: Yes, you were in the middle of an answer which

25 described what has happened in the four months since the

Page 80

<p>1 delivery of the report.</p> <p>2 MR O'HARE: Yes, we have now -- we've also, from Greater</p> <p>3 Manchester Police, we have brought back into the force</p> <p>4 a very experienced firearms officer who has been working</p> <p>5 at a national level, who has been brought back to the</p> <p>6 force, who was currently working with the policy and</p> <p>7 compliance unit in the region to conduct the requested</p> <p>8 gap analysis, and we have now got on a programme of</p> <p>9 events whereby, within GMP for example, the MASTS SOP,</p> <p>10 which we did have in 2012, we have now got that</p> <p>11 approximately 95 per cent complete, ready to go for</p> <p>12 consultation and that will then become adopted by the</p> <p>13 region as a MASTS SOP.</p> <p>14 The regional are leading on various SOPs around some</p> <p>15 of the elements of command, the ammunition, the</p> <p>16 weaponry. We have also identified the gap where we are</p> <p>17 working on, to complete in this quarter, a SOP around</p> <p>18 command and control and briefings, body worn video. So</p> <p>19 that has all come out in terms of the gap analysis.</p> <p>20 So, yes, we accept now that we did go with the</p> <p>21 spirit of APP taking primacy, but now we accept, having</p> <p>22 learned lots of lessons from the Inquiry here,</p> <p>23 subsequent reviews and from Mr Nicholson's report that</p> <p>24 as a region, and certainly as a force, we do need those</p> <p>25 additional local procedures to enhance APP. And that</p> <p style="text-align: center;">Page 81</p>	<p>1 and now, task and finish, for us, as seen as priority to</p> <p>2 support the Inquiry and then mesh into future regional.</p> <p>3 So we have got a new superintendent.</p> <p>4 MR BEER: Locally you have a new superintendent and a new</p> <p>5 post, and is that staffed up now?</p> <p>6 MR O'HARE: Yes, it is. The new superintendent has been</p> <p>7 brought in specifically because their background in not</p> <p>8 just firearms compatibility, but also intelligence, and</p> <p>9 they are working closely with Tony and the team to</p> <p>10 develop all of the processes we have talked about this</p> <p>11 morning.</p> <p>12 The chief inspector's post is a new post we have put</p> <p>13 in place, in addition to our establishment, and that is</p> <p>14 the one where we have brought in the experienced</p> <p>15 firearms officer who has been working at a national</p> <p>16 level, who now has a chief inspector portfolio for</p> <p>17 policy and compliance and training for firearms within</p> <p>18 Greater Manchester Police, and they have been in post</p> <p>19 since December.</p> <p>20 MR BEER: Both of those officers, the superintendent and the</p> <p>21 chief inspector, you say are working to undertake a gap</p> <p>22 analysis regarding SOPs, which is what Mr Nicholson</p> <p>23 recommended.</p> <p>24 MR O'HARE: Yes, and they are working with the region to do</p> <p>25 that, as well.</p> <p style="text-align: center;">Page 83</p>
<p>1 work now, certainly the MASTS one, should be in place by</p> <p>2 the end of March. That is what we are aiming and target</p> <p>3 for that.</p> <p>4 MR BEER: In summary then, in response or following this,</p> <p>5 there is a new superintendent, there is a new post</p> <p>6 created at chief inspector level.</p> <p>7 MR O'HARE: No, sorry, there's always -- that is a chief</p> <p>8 firearms instructor who is inspector. That has always</p> <p>9 been there.</p> <p>10 MR BEER: If you look at page 51 of the witness statement</p> <p>11 bundle. No, the witness statement bundle, which</p> <p>12 Mr Creely has, page 51, at paragraph 325.</p> <p>13 MR O'HARE: Yes.</p> <p>14 MR BEER: Key finding four. At 325, you say:</p> <p>15 "GMP has appointed a new superintendent."</p> <p>16 MR O'HARE: Right, sorry, I thought we were referring to the</p> <p>17 regional policy and compliance unit.</p> <p>18 Right, within Greater Manchester Police, we accept</p> <p>19 we still want to work closely with the region, but as</p> <p>20 a result of all the ongoing work with the Inquiry, and</p> <p>21 we will need to get things done very quickly, as quickly</p> <p>22 as we can, we have created additional posts within GMP</p> <p>23 to get that traction going, but at the same time being</p> <p>24 absolutely meshed with the region and then telling what</p> <p>25 we would hope for, those posts would do with the here</p> <p style="text-align: center;">Page 82</p>	<p>1 MR BEER: And to develop SOPs to fill the gaps.</p> <p>2 MR O'HARE: Yes.</p> <p>3 MR BEER: Does it remain the case that, as we sit here</p> <p>4 today, there isn't an SOP relating to the briefing of</p> <p>5 and briefing between firearms commanders?</p> <p>6 MR O'HARE: That is true, yes.</p> <p>7 MR BEER: What is the ETA for that?</p> <p>8 MR O'HARE: Well, in this quarter, as a result of the gap</p> <p>9 analysis, we have identified the three priorities:</p> <p>10 MASTS, command and control and briefing, and the</p> <p>11 weaponry and munitions. On top of that, we are doing</p> <p>12 the overarching 1441 video. We are trying to get</p> <p>13 everything done in this quarter to enable them to move</p> <p>14 to the next one.</p> <p>15 MR BEER: Okay, so just go over those. The three priorities</p> <p>16 are?</p> <p>17 MR O'HARE: The three that we have identified within Greater</p> <p>18 Manchester Police are the MASTS SOP, which is</p> <p>19 95 per cent complete, just about to go for consultation.</p> <p>20 We are then doing the SOP around command and control and</p> <p>21 briefing.</p> <p>22 MR BEER: What I am talking about now.</p> <p>23 MR O'HARE: Yes, that is -- again, that is work where it can</p> <p>24 go, and I am struggling to put an absolute ETA on to it</p> <p>25 because we are doing things sequentially in terms of</p> <p style="text-align: center;">Page 84</p>

1 what we see as a priority, so at the moment that is the  
2 MASTS one. Then, on top of that, we are doing the issue  
3 around special munitions and body worn video. So all  
4 this work has now been generated and shared out between  
5 GMP and the region.  
6 MR BEER: Then you say, in paragraph 326:  
7 "An enhanced regional compliance team is currently  
8 being recruited to improve the regional compliance  
9 regime."  
10 MR O'HARE: Yes.  
11 MR BEER: That is a linked, but separate issue.  
12 MR O'HARE: Yes.  
13 MR BEER: Has that now happened?  
14 MR O'HARE: That is happening. So that is a point at which  
15 I think we had crossed wires earlier.  
16 MR BEER: Yes.  
17 MR O'HARE: We have now again the superintendent there with  
18 a chief firearms instructor and a deputy firearms  
19 instructor there as well, to oversee everything, and we  
20 are currently awaiting to staff some of the key posts in  
21 there. It is fair to say, it has taken longer than we  
22 anticipated to get that staffed up to where it needs to  
23 be, but that's through no want of trying. It has got to  
24 the stage now where we have finally identified the  
25 people imminently about to move in.

Page 85

1 MR BEER: Okay, can I see what is happening on the ground in  
2 the interim, then, as we sit here today?  
3 If we go to paragraph 32 of your witness statement,  
4 please.  
5 MR O'HARE: 32.  
6 MR BEER: Sorry, page 6.  
7 MR O'HARE: Yes.  
8 MR BEER: You say:  
9 "Form 1152 is completed by or on behalf of the SIO,  
10 who presents it to the TFC, at which time a briefing  
11 takes place between the SIO, the TFC and a TAC."  
12 Is there currently a requirement for a briefing to  
13 take place in addition to the completion of the 1152?  
14 MR O'HARE: The 1152 is a portal to whether or not it is  
15 going to go to a firearms deployment. If the TFC looks  
16 at it and decides, based on that, this looks like it is  
17 going to go to firearms, at that point there will be  
18 that additional meeting with the SIO, a TAC adviser and  
19 anybody else who can bring any further intelligence to  
20 refine it and hone it and to populate the ICI elements  
21 of it, which we talked about earlier, and only at that  
22 point would the TFC decide whether or not that was  
23 sufficient to go to a strategic firearms commander  
24 for --  
25 MR BEER: How is that communicated to the relevant people?

Page 86

1 Because we have, I think, established that  
2 the December 15 policy was withdrawn.  
3 MR O'HARE: Yes.  
4 MR BEER: We know that there is no SOP on briefing of TFCs.  
5 How is what you have just described to me  
6 a requirement?  
7 MR O'HARE: Well, it fits in with the national curriculum in  
8 terms of training, so everybody who gets trained,  
9 certainly as a TFC, would understand the need to have  
10 that SIO briefing, to do that.  
11 All TFCs would be trained and would receive CPD,  
12 et cetera, to demonstrate that when you get one of  
13 these, the way to go forward is to do this, this and  
14 this.  
15 And it is also an absolute central golden thread  
16 through the recent Hydra Minerva sessions we've been  
17 running for training.  
18 MR BEER: Just explain those.  
19 MR O'HARE: As a result of the Inquiry, everything that has  
20 been coming out of the Inquiry in terms of -- for us to  
21 look at, we have incorporated all of that into a two day  
22 live time simulated training exercise, essentially,  
23 where we --  
24 MR BEER: What is that called?  
25 MR CREELEY: It is called Hydra Minerva, the system, but it

Page 87

1 is the sort of serious crime and post incident Hydra  
2 system that we call it.  
3 Through all of that, the whole learning theme of  
4 which all of the TFCs and SIOs involved in this world,  
5 and SFCs, have gone through that and will continue to go  
6 through it. It signposts everybody towards getting  
7 intelligence right and having the right people doing the  
8 briefings and the assessments to go forward.  
9 MR BEER: What is the purpose of briefing orally if the  
10 F1152 has been completed fully and accurately?  
11 MR O'HARE: Well, the 1152, there will be sometimes when you  
12 get a 1152 as firearms commander, and you look at it and  
13 you assess it and you think: I don't think the criteria  
14 is met for this for a number of reasons.  
15 So, on that occasion, you will sometimes just return  
16 it and say: this is not a firearms job, but I would  
17 suggest you do this, this, and this.  
18 That might be a response by email, or typed or by  
19 telephone call. If it looks like it is going to  
20 a firearms job, it needs a little bit of extra and that  
21 is where, over the table, you get the white of the eyes  
22 to talk about anything else: is there any sensitive  
23 intelligence we need to share? Is anything that is not  
24 on the form? And it is also an opportunity to probe and  
25 to be absolutely sure that, before you are making

Page 88

1 a decision, to seek an authority for, you know, the  
2 deployment of firearms, that you have challenged and you  
3 have tested what is written down as opposed to just  
4 taking it on face value.  
5 MR BEER: Where is the information and intelligence, that is  
6 passed orally in the briefing, recorded if it is not on  
7 the F1152, or is different from that on the F1152?  
8 MR O'HARE: Well, that would go into the TFC firearms  
9 booklet.  
10 THE CHAIRMAN: Sorry, into the?  
11 MR O'HARE: The firearms commander has a firearms booklet.  
12 MR BEER: The log.  
13 MR O'HARE: The log. Sorry, the firearms log and, in there,  
14 it has information and intelligence which is kept under  
15 constant review as to the national decision model.  
16 MR BEER: So that is what the firearms commander writes  
17 down.  
18 MR O'HARE: Yes.  
19 MR BEER: Is there anything more formalised that ensures  
20 that there is a continuity of understanding as between  
21 the giver of the information and the receiver of it as  
22 to what was said and what is to be taken from it?  
23 MR O'HARE: When we are talking about sensitive  
24 intelligence, when we are talking about how we fill that  
25 in and how we document that outside of the process.

Page 89

1 For what we are talking about now, on this one, your  
2 starting point with the log would be the SIO's  
3 objectives, an update on the intelligence and then you  
4 would put the context to what you know and what is  
5 leading you towards making your informed threat  
6 assessment on that -- in the firearms booklet.  
7 Obviously, that is going to get superseded once we  
8 get the IT solution in place as well.  
9 MR BEER: I am talking about what is going on now, before  
10 the IT solution comes online.  
11 MR O'HARE: Yes.  
12 MR BEER: The F1152, so far as I could see, doesn't contain,  
13 at least expressly, any requirement to include  
14 intelligence grading under the 5x5x5 system.  
15 MR O'HARE: Yes.  
16 MR BEER: Is that right?  
17 MR O'HARE: It might not specifically say that, but when the  
18 intelligence comes in, it will have the grading of it on  
19 the -- it comes in saying what the grading of the  
20 intelligence is.  
21 MR BEER: The F1152 doesn't require that to be communicated  
22 to the TFC?  
23 MR O'HARE: It doesn't, but I can't think of a time when  
24 that would not happen.  
25 MR BEER: Okay.

Page 90

1 MR O'HARE: The intelligence would come because the first  
2 thing you would ask is: what is the grading of it?  
3 So it does come in with: what is the grade of that  
4 intelligence?  
5 MR BEER: You're saying, in the completed F1152s that you  
6 have seen, they have been accompanied by a grading on  
7 the 5x5x5 system?  
8 MR O'HARE: Yes, and if for whatever reason it wasn't there,  
9 it is probably the first question the firearms commander  
10 would ask.  
11 MR BEER: So, in paragraph 32, where you say F1152 is  
12 completed by or on behalf of the SIO, who presents it to  
13 the TFC, at which time a briefing takes place between  
14 the SIO, that should really read:  
15 "If the firearms job is going to progress into  
16 a firearms job ... a briefing takes place."  
17 MR O'HARE: Yes.  
18 MR BEER: Is that right?  
19 MR O'HARE: Yes.  
20 MR BEER: The product of that briefing you say is recorded  
21 by the TFC in his or her log?  
22 MR O'HARE: Yes. We are talking now predominantly about  
23 when you -- it's a pre-planned operation and you have  
24 got the time to sit down with people around the table --  
25 MR BEER: I am not talking about spontaneous jobs at all

Page 91

1 today.  
2 MR O'HARE: Yes, that's slightly different from spontaneous,  
3 because that is sort of time critical.  
4 MR BEER: Can we look, please, at the logs in their current  
5 addition, which I think, for TFCs, are in volume 1 of  
6 Z2, at page 225.  
7 Do we have, between 225 and 273, a blank TFC log  
8 introduced shortly after Mr Grainger's death  
9 in April 2012? This is the national log.  
10 MR O'HARE: Yes, it is.  
11 MR BEER: And still current?  
12 MR O'HARE: Yes.  
13 MR BEER: The information and intelligence section that you  
14 referred to, I think we see on page 226, and it goes  
15 right between 226 -- there is not an unlimited amount,  
16 but there is lots of space -- right up until 234.  
17 MR O'HARE: Yes.  
18 MR BEER: Yes?  
19 MR O'HARE: Yes.  
20 MR BEER: We can see that, in the second column from the  
21 left, the intel grade and URN number -- well, the N is  
22 number, actually. The URN is to be included.  
23 MR O'HARE: Yes.  
24 MR BEER: So the purpose of these 10 pages or so is -- is  
25 this right: to record information given, firstly, orally

Page 92

1 in a briefing outside of or in addition to the 1152 and  
 2 then updated intelligence? Is that right?  
 3 MR O'HARE: Yes, you would either reference the 1152 to  
 4 this, or you would, depending on how much time you had  
 5 to do it, of course, you might just take what you had on  
 6 the 1152 and put it in there and then commence it  
 7 further, and then keep your intelligence log running as  
 8 you were going on it, depending on how long the job ran.  
 9 MR BEER: Is there a requirement on TFCs to include the  
 10 intelligence grading in that second column?  
 11 MR O'HARE: There is nothing specific or mandatory saying  
 12 you must put it in, but you would have to challenge why  
 13 you wouldn't put it in, should I say.  
 14 MR BEER: Why would you have to challenge somebody who  
 15 didn't put it in?  
 16 MR O'HARE: Because you would want to make sure that people  
 17 were making decisions based on good quality  
 18 intelligence, or you would have to consider that they  
 19 were making their threat assessment based on the  
 20 veracity of the intelligence or the substance of where  
 21 it came from and how old it was and how reliable it  
 22 would be.  
 23 MR BEER: So, updated intelligence goes into here, does it?  
 24 MR O'HARE: No, it would go into the main body of the job.  
 25 This is the start of it and, once you get into the

Page 93

1 operational log, you would add into there your  
 2 intelligence updates.  
 3 THE CHAIRMAN: Where will we find that, sorry, in this?  
 4 MR O'HARE: It starts on -- it is part of the same booklet.  
 5 THE CHAIRMAN: I know, but where?  
 6 MR BEER: I think it starts on page 258.  
 7 MR O'HARE: 258.  
 8 THE CHAIRMAN: Okay.  
 9 MR O'HARE: Of course that is as long as it takes for the  
 10 job to run. The operational log is just --  
 11 MR BEER: Then we see lots of additional pages at 260, right  
 12 through to 270.  
 13 MR O'HARE: Yes.  
 14 MR BEER: The updated intelligence in the operational log  
 15 doesn't contain columns for the intel grading.  
 16 MR O'HARE: No.  
 17 MR BEER: Do you know why that is?  
 18 MR O'HARE: I don't know the reason for that. I don't know.  
 19 MR BEER: But you say the updated intelligence received  
 20 after the initial briefing should go in the operational  
 21 log part of the log, not in the information/intelligence  
 22 part of the log.  
 23 MR O'HARE: My understanding -- how I run them is I would  
 24 keep it in the operational side, so I would know exactly  
 25 where I was up to when I was running a job.

Page 94

1 It may be others would continue to fill in the -- as  
 2 I am standing here, my way of doing it is I would put it  
 3 in the operational body of it, but it might be that  
 4 needs clarity around how we do that.  
 5 MR BEER: Okay.  
 6 But, in any event, irrespective of if it goes in the  
 7 first part or the second part of a log that we have  
 8 looked at, the updated intelligence goes into here?  
 9 MR O'HARE: Yes.  
 10 MR BEER: If we can just look back at paragraph 33 of your  
 11 witness statement, please.  
 12 MR O'HARE: Yes.  
 13 MR BEER: You say:  
 14 "The TFC takes control of form 1152 and develops  
 15 a threat assessment based on the initial form 1152  
 16 content and the briefing."  
 17 Then you say:  
 18 "The assessment evolves by means of recording  
 19 updated information on form 1152."  
 20 Next paragraph:  
 21 "Additionally, TFCs are advised to use nationally  
 22 [bless you] approved TFC logs, the content of which  
 23 encourages a continuing threat assessment by firearms  
 24 commanders."  
 25 Paragraph 33 suggests that they also, firearms

Page 95

1 commanders, have to update F1152 as well.  
 2 MR O'HARE: Once the 1152 has come into the process, you run  
 3 on the firearms command log. The 1152 is your initial  
 4 summary of whether or not you are going to go for  
 5 a firearms authority.  
 6 MR BEER: So the sentence which says:  
 7 "The assessment evolves by means of reporting  
 8 updated information on form 1152."  
 9 Is not right.  
 10 MR O'HARE: Well, no, you would update on that to determine  
 11 whether or not it was going to be a firearms response or  
 12 not, and then you would move on to your firearms  
 13 booklet.  
 14 MR BEER: Okay, insofar as this suggests that updated  
 15 intelligence goes on to the F1152, that is wrong. It  
 16 goes into the book.  
 17 MR O'HARE: It goes into the book. Yes, to clarify.  
 18 MR BEER: So a firearms commander, if they are deciding to  
 19 run a job or seek authorisation, the 1152 stops at that  
 20 point and they use their log?  
 21 MR O'HARE: Yes, and unless it is going to be -- if it is  
 22 a long term sort of, you know, as we have been talking,  
 23 a serious crime job, you would be getting, regularly,  
 24 intelligence updates and briefings, and that will  
 25 probably take guise of an intelligence product or an

Page 96

1 intelligence briefing which would be getting maintained  
2 and run by the SIO, and that is what we are trying to  
3 pull together into this new system.  
4 THE CHAIRMAN: Does that mean the 1152 is a running document  
5 in a long operation, or have I misunderstood?  
6 MR O'HARE: Yes, my understanding is once the 1152 stops at  
7 that point and then everything moves to the firearms  
8 booklet.  
9 THE CHAIRMAN: I can understand that is perfectly simple in  
10 the case of a single deployment. Then you started to  
11 talk about the situation which we had in Shire, where  
12 you may get a series of deployments arising out of  
13 a single investigation. I am not quite sure I follow  
14 what happens to the 1152 then, whether a separate 1152  
15 comes along for a subsequent deployment or the same one  
16 is updated?  
17 MR O'HARE: My understanding is the 1152 would stop and then  
18 it would run on the firearms log which would reference  
19 any updates in intelligence.  
20 THE CHAIRMAN: Yes, then that deployment finishes without  
21 incident and, a couple of days later, fresh intelligence  
22 is received which leads the SIO to approach a TFC again.  
23 MR O'HARE: Yes.  
24 THE CHAIRMAN: Does he have a new 1152?  
25 MR O'HARE: It will be an updated 1152.

Page 97

1 THE CHAIRMAN: So it is the original one which he has  
2 updated?  
3 MR O'HARE: Yes, or relevant to that point in time, yes.  
4 THE CHAIRMAN: Right.  
5 MR BEER: You said a couple of times there, the way that you  
6 would do things, or your understanding is --  
7 MR O'HARE: Yes.  
8 MR BEER: -- is this an area where the absence of a GMP  
9 policy makes things harder rather than easier to explain  
10 to us?  
11 MR O'HARE: Yes, because you're -- yes, I grant that and  
12 this is what we are now looking at to make sure that  
13 what we are doing now, in terms of training, is getting  
14 consistency across. But you are right, if there was  
15 a SOP saying, "This is where you document it and this is  
16 how you grade it", that would enable us not to just give  
17 consistency, but to test against something like that.  
18 MR BEER: I think there is an issue over the use of the  
19 nationally provided logs, both for TFCs and SFCs,  
20 electronically generally; is that right?  
21 MR O'HARE: Yes, for pre-planned jobs it is not necessarily  
22 such an issue because you have an element of time and IT  
23 facilities where you can complete the logs.  
24 Where it becomes a challenge is when it is  
25 a spontaneous operation. Sometimes when you are doing

Page 98

1 an authority over the telephone and you are not in  
2 a police building, you haven't got access to this IT,  
3 that is when it becomes more difficult to access that  
4 form.  
5 And, again, this is an issue which I think has been  
6 raised several times at national level to try our best  
7 to reduce bureaucracy, but at the same time, signpost  
8 people towards -- making sure we get the correct -- the  
9 most appropriate minimum standards in place.  
10 MR BEER: If we look at the end of the bundle that you are  
11 holding there, at page 531, please. This is Z2,  
12 volume 1, page 531, which is an email I think you,  
13 yourself, sent out.  
14 MR O'HARE: Yes.  
15 MR BEER: On 10 July 2017. The addressees there, are they  
16 the force's Strategic Firearms Commanders?  
17 MR O'HARE: Yes. They were at that time, yes.  
18 MR BEER: You say:  
19 "Team, may I take this opportunity to provide  
20 clarity with regard to the process for completing and  
21 storing SFC logs. It has been agreed at the Firearms  
22 Policy Group that all SFCs will complete the electronic  
23 national SFC logs. It is understood that these are  
24 considered to be difficult to work with, bureaucratic  
25 and not particularly IT friendly on our user systems.

Page 99

1 We will continue to makes representations at a national  
2 level with regard to these views. Every effort must be  
3 made to complete these logs as soon as possible and to  
4 email them to the firearms policy and compliance unit  
5 [and you give the address] for entry on to the Chronicle  
6 system. A process is now in place whereby all  
7 authorised firearms operations are reviewed on  
8 a quarterly basis and this will include a dip sample of  
9 SFC logs. If there are any themes arising from these  
10 audits, they will be included in the ongoing continuing  
11 professional development sessions throughout the year."  
12 In the second paragraph there, you say, "It is  
13 understood these are considered to be difficult to work  
14 with, bureaucratic and not particularly IT friendly".  
15 Just exploring the three issues there, putting aside  
16 their IT friendliness on GMP's systems, why were they  
17 difficult to work with?  
18 MR O'HARE: I think they were difficult to work with because  
19 of the lay out of it, making people almost have to jump  
20 around different places and almost repeat what they had  
21 already done. So people found it quite a difficult  
22 structure to go through.  
23 Not particularly in keeping with where we tried to  
24 go round the NDM there. We are trying to be a bit more  
25 threat based, et cetera.

Page 100

<p>1 It was just the size of the form, the unwieldiness                  2 of it and the fact that, particularly on a spontaneous                  3 job, you would often be dealing with it there and then                  4 and writing notes on your book and finding then that you                  5 had to take all of that out and put it into a booklet                  6 afterwards, and that was the overly bureaucratic element                  7 of it.                  8 The IT issue was simply around --                  9 MR BEER: Before we come to IT then, the difficult to work                  10 with comment that had come back from SFCs, was that                  11 after the decision had been made to use the electronic                  12 versions or was it an existing comment going back to                  13 2012 with the handwritten versions?                  14 MR O'HARE: It was probably a bit of both. It was                  15 predominantly around having to complete it                  16 electronically and it was also this thing around                  17 individuals' preferences around -- I would prefer to do                  18 everything I do in free text form, using the NDM in my                  19 daybook, and I am happy then to copy that and serve that                  20 and that is my thought process, and always happy to go                  21 on the book. What we were trying to get was                  22 a consistent approach across the force to say: you may                  23 not like it.                  24 And the point I am making there is almost to                  25 demonstrate to them that I know this is not easy and</p> <p style="text-align: center;">Page 101</p>	<p>1 is how we were going to do it. So my task was to send                  2 that out to the key people, to make sure that message                  3 went out.                  4 MR BEER: One can understand the idea of senior intelligent                  5 police officers wishing to do things in their own way.                  6 MR O'HARE: Yes.                  7 MR BEER: Is the contrary view to that: the very way that                  8 the national log is set out isn't just bureaucracy, it                  9 requires you to take a decision in a particular way,                  10 ie following a logical sequence of events, and it                  11 includes prompting to take into account things on the                  12 way?                  13 MR O'HARE: I agree with that, and that is where you will                  14 get the difference in opinion across the country, I'd                  15 imagine, on people's views and of the forms.                  16 MR BEER: Okay, so the difficult to work with and                  17 bureaucratic, is essentially the same thing; is that                  18 right?                  19 MR O'HARE: Yes.                  20 MR BEER: Then not particularly IT friendly on "our user                  21 systems", previously there used to be a stock of blank                  22 50-page booklets available for SFCs.                  23 MR O'HARE: Yes.                  24 MR BEER: They maybe would keep a cache of them at home, and                  25 some in their bag or in the car or whatever, and write</p> <p style="text-align: center;">Page 103</p>
<p>1 I know this isn't -- you have concerns about this,                  2 however we need to do it to be consistent, and some of                  3 this was a direct result of what we were seeing was                  4 coming out of this Inquiry about consistency and                  5 approach.                  6 MR BEER: To the point you described there where a SFC said,                  7 "I like to do it in my daybook", for example, "With free                  8 text narrative writing down what I choose to write down,                  9 in the way that I choose to write it, using narrative in                  10 my logical sequence of events", it was a preference for                  11 doing it that way and a resistance to the structure of                  12 decision making that the log requires you to undertake;                  13 is that it?                  14 MR O'HARE: Yes. Yes.                  15 MR BEER: You have told them: you may not like it, but you                  16 need to do it.                  17 MR O'HARE: Yes.                  18 MR BEER: Why was that?                  19 MR O'HARE: Part of it was just about demonstrating                  20 an empathy with the audience, to say: this isn't me just                  21 saying you must do it, without understanding that the                  22 audience had concerns about it and understanding it was                  23 a lot to ask really busy people, of course.                  24 But the whole gist of it was that it was agreed that                  25 the force strategic Firearms Policy Group meeting, this</p> <p style="text-align: center;">Page 102</p>	<p>1 them up.                  2 MR O'HARE: Yes.                  3 MR BEER: Why was the decision taken to complete the SFC                  4 logs electronically?                  5 MR O'HARE: It was designed to get everybody doing the same                  6 thing and to almost create a disciplined environment                  7 where we could finally, as a force, have a consistent                  8 approach on the electronic Chronicle system, whereby we                  9 would be able to see everything and document store                  10 everything and not rely on notes.                  11 The other issue around this was, when I started the                  12 quarterly review meetings, we started off with a lot of                  13 the SFC logs and other logs not on the Chronicle system.                  14 And, you know, 12 months into doing that process, we                  15 now -- the last meeting we had, there was hardly any                  16 logs not accounted for on the system.                  17 MR BEER: There was one which is an auditing issue, that if                  18 people wrote them, they weren't getting back to the                  19 centre.                  20 MR O'HARE: Yes.                  21 MR BEER: Yes?                  22 MR O'HARE: Yes.                  23 MR BEER: Whereas requiring them to do them electronically,                  24 means that it is more likely that they will get back to                  25 the centre --</p> <p style="text-align: center;">Page 104</p>

1 MR O'HARE: Yes.  
 2 MR BEER: -- because the transmission of them is easier.  
 3 MR O'HARE: Yes, and we don't then have to start PDF and big  
 4 booklets with potentially lots of information on them,  
 5 to then double queue them into an electronic storage  
 6 space.  
 7 MR BEER: Okay, so it was partly for centralisation and  
 8 auditing reasons. It was partly for consistency of  
 9 approach reasons, but it sounds as if it was quite  
 10 difficult because SFCs could be anywhere.  
 11 MR O'HARE: Yes.  
 12 MR BEER: They could be on a course, they could be on  
 13 an abstraction, they could be in a meeting, they could  
 14 be doing all of things that senior police officers do.  
 15 MR O'HARE: Yes.  
 16 MR BEER: And requiring them to do it using IT was  
 17 problematic; was that right?  
 18 MR O'HARE: That's right, yes.  
 19 MR BEER: So were they given any special kit to do it with?  
 20 MR O'HARE: No, they weren't because, as the Inquiry  
 21 hopefully knows, Greater Manchester Police is currently  
 22 going through a major IT change. So to bring any form  
 23 of kit in to -- at this moment in time, which may not be  
 24 compatible with our multi-million pound IT system,  
 25 wasn't seen to be sort of efficient, or should I say

Page 105

1 value for money.  
 2 We are looking at exploring the options around the  
 3 use of Dictaphone, for example, to get immediate  
 4 concerns and thought processes documented at that stage,  
 5 but what we have also done since this -- I mean, this  
 6 went out in July, I think we said.  
 7 MR BEER: July last year, yes.  
 8 MR O'HARE: What we have done is loads of feedback two way  
 9 from the SFCs. Some of them have come back and said,  
 10 "Yes, we get that John. We understand why you are doing  
 11 it. We understand the need for it", but there will be  
 12 certain times -- and particularly when we looked at --  
 13 we had a situation where an SFC may be writing lots of  
 14 things down, and then in order to comply with this at  
 15 the time, would then be coming in and spending a lot of  
 16 time then putting the notes they had made at a time,  
 17 days after they had done it, on to a log. And we were  
 18 saying: that is now -- that could be open to criticism  
 19 and that is also not reflective or a good use of your  
 20 time.  
 21 MR BEER: It is capable of presenting a false narrative,  
 22 isn't it?  
 23 MR O'HARE: Exactly.  
 24 MR BEER: Because the log doesn't reflect the decision  
 25 making that was in fact made.

Page 106

1 MR O'HARE: So, as a result of that -- so we are saying we  
 2 have put this process in place, which is possibly now  
 3 leaving people more vulnerable, so what we have now done  
 4 is we've sent out interim guidance to say: look, in  
 5 an ideal world, you complete the log. That's what we  
 6 wanted to do. It is a national log. You fit it in. On  
 7 an IT you get it put in. However, there will be  
 8 situations or times when that is not practicable, either  
 9 because of the time critical nature, your location or  
 10 other means, when it might be that it is completed on  
 11 the log in hard copy by pen. But if that is the case,  
 12 well, as soon as practicable, once that is completed, it  
 13 is copied, PDF'd, and put on the Chronicle system, so at  
 14 least we have document storage. And that is the  
 15 blended -- well, that's where we are at this point in  
 16 time.  
 17 So the direction is, ideal world, please, electronic  
 18 logs completed in good time and put on the system.  
 19 However, experienced people, if you believe that there  
 20 is a reason why it wasn't required or if it was not  
 21 appropriate, this will suffice because that is probably  
 22 less of an issue than doing a retrospective SFC log.  
 23 MR BEER: The last sentence of that email of 10 July, in the  
 24 second paragraph, says:  
 25 "We will continue to make representations at

Page 107

1 a national level with regard to these views."  
 2 MR O'HARE: Yes.  
 3 MR BEER: What happened to the national representations that  
 4 you made?  
 5 MR O'HARE: I don't know. Being honest, I don't know what  
 6 form that took. It was -- we just did all national  
 7 meetings. I know it became a -- or it appeared to be  
 8 and I was informed that it was raised at a national  
 9 level and all forces had been raised on this. I don't  
 10 know the outcome of --  
 11 MR BEER: What was the forum for that being raised?  
 12 MR STRAW: That would have been from our people who do our  
 13 firearms command, who attend the national firearms  
 14 meetings, to say: can you raise this still as an issue?  
 15 Because this wasn't just the first time this had  
 16 been raised. It seemed to have been a thorny issue that  
 17 had been in the background for as long as I remember the  
 18 forms coming out.  
 19 MR BEER: That was raising it with the MPCC?  
 20 MR O'HARE: Yes, it would have been the national group,  
 21 who -- the practitioners group, who meet to talk about  
 22 firearms, in which we had a superintendent that was on  
 23 that group.  
 24 MR BEER: But you don't know whether --  
 25 MR O'HARE: I don't.

Page 108

1 MR BEER: -- the views were acted on?  
 2 MR OHARE: No, I remember, at the meeting when we had this  
 3 discussion, it was, "Let's get some consistency", but  
 4 saying, "Let's continue to raise it at national level as  
 5 an ongoing issue."  
 6 MR BEER: The fact is that the logs of April 2012 are still  
 7 in use.  
 8 MR OHARE: Yes, yes.  
 9 MR BEER: Yes, okay. I am told it is 1.05, sir.  
 10 THE CHAIRMAN: Yes. Are you going to be asking more about  
 11 this topic after?  
 12 MR BEER: I am, sir. I'm sorry, I got carried away.  
 13 THE CHAIRMAN: I didn't want to stop you. Right.  
 14 All right, is 2.15 going to leave you with enough  
 15 time to complete?  
 16 MR BEER: Can we make it 2.05, sir? Just to give others  
 17 a chance to ask questions.  
 18 THE CHAIRMAN: Certainly.  
 19 (1.07 pm)  
 20 (The Luncheon Adjournment)  
 21 (2.10 pm)  
 22 MR BEER: Yes, sir, thank you.  
 23 Mr O'Hare, before lunch we were dealing with  
 24 national logs and some difficulties that had arisen  
 25 within GMP as to their use; would you agree that whether

Page 109

1 they are maintained in paper form, or electronically,  
 2 they are for whatever reason perhaps acting as  
 3 a disincentive to officers completing them  
 4 contemporaneously?  
 5 MR OHARE: I think perhaps that may have been the case.  
 6 I think the fact that we have a more thorough governance  
 7 wrap around that now has created the environment where  
 8 it is now more likely than not that they are completed  
 9 in good time, either electronically or in written  
 10 format.  
 11 MR BEER: I am trying to discover whether it was the  
 12 officers that were the problem or the logs that were the  
 13 problem?  
 14 MR OHARE: I would say it was an amalgam of the two.  
 15 MR BEER: What was it about the logs, whether electronically  
 16 or paper, that may have acted as a disincentive to  
 17 officers to complete them contemporaneously?  
 18 MR OHARE: I think it is the number of fields to fill in,  
 19 the perception of duplication --  
 20 MR BEER: Just keep your voice up.  
 21 MR OHARE: Sorry, the perception of duplication.  
 22 MR BEER: You said the perception of duplication, does that  
 23 mean there isn't actually duplication, but people  
 24 wrongly think it?  
 25 MR OHARE: Yes, you think you are repeating yourself, but,

Page 110

1 actually, what the forms are designed to do is keep you  
 2 spinning the NDM to keep you under review and adding in  
 3 extra due process to keep that frame of mind in doing  
 4 it.  
 5 I think, also, in the early days of the form,  
 6 sometimes it was hard to tap into it and the fields  
 7 would not expand, depending on which system your  
 8 computer was operating against, but that seems to have  
 9 remedied itself now over the national work, and there  
 10 would still be this -- you know, some individuals work  
 11 better with -- in my daybook I write this down, and I've  
 12 got my way of doing it and I will document it and I am  
 13 happy to stand up in court and say that is how I knew at  
 14 that point in time.  
 15 So I genuinely believe we have gone through  
 16 an amalgam of all of that personal preference to  
 17 perceived or actual difficulty in using it, to where we  
 18 are now, where there is a greater understanding, and  
 19 largely due to the findings of the Inquiry, et cetera,  
 20 about the need to demonstrate transparency and accurate  
 21 recording in a consistent form.  
 22 MR BEER: Okay.  
 23 Can we look, please, at Z2, and I think it is the  
 24 second volume of Z2, at page 655, please, which is again  
 25 a part of the Nicholson review, 655.

Page 111

1 Look, please, at 11.1.1.  
 2 MR OHARE: Yes.  
 3 MR BEER: Mr Nicholson says:  
 4 "The review team spoke with a number of experienced  
 5 firearms commanders regarding the arrangements for  
 6 briefing. It was clear that, in the absence of an SOP  
 7 to provide clarity, a variety of approaches were being  
 8 taken."  
 9 That appears to draw a link between the absence of  
 10 an SOP and the variety of approaches being taken.  
 11 MR OHARE: Yes.  
 12 MR BEER: Do you acknowledge the force of what is being said  
 13 there?  
 14 MR OHARE: Yes, I do.  
 15 MR BEER: I think it remains the case that there is, for the  
 16 reasons discussed earlier, not an SOP in place.  
 17 MR OHARE: There's not, but that is one that has been  
 18 identified in the gap analysis, which is in the first  
 19 tranche of production as we speak.  
 20 MR BEER: 11.1.2:  
 21 "It was explained by an experienced TFC that there  
 22 is a mandate within GMP that commanders will use the  
 23 national electronic logs in an expectation that these  
 24 would be handed over and endorsed by the outgoing  
 25 commander. This would include all necessary information

Page 112

1 in respect of subject profiles. Where possible, the  
 2 intelligence manager or SIO and firearms tactical  
 3 adviser would be present during that briefing."  
 4 Which is what you said to us earlier.  
 5 MR O'HARE: Yes.  
 6 MR BEER: 11.1.3:  
 7 "Whilst this process for briefing between TFCs would  
 8 be considered good practice, it is not clear how often  
 9 it is actually achieved operationally. It was apparent  
 10 that the IT infrastructure in GMP does not support the  
 11 completion of electronic logs contemporaneously,  
 12 particularly where commanders are required to be mobile  
 13 or operate outside of a control room environment.  
 14 Commanders appear to be, by necessity, finding  
 15 innovative ways of maintaining records during these  
 16 operations, such as recording on One Note and emailing  
 17 to a GMP account. This creates the potential for  
 18 important information to be lost from both the record  
 19 and any subsequent command briefing."  
 20 Do you acknowledge the --  
 21 MR O'HARE: Yes.  
 22 MR BEER: -- what he is saying there is accurate?  
 23 MR O'HARE: Yes.  
 24 MR BEER: Would you accept that there is an additional point  
 25 there? It is not simply about record keeping not being

Page 113

1 done contemporaneously. It means that if you are not  
 2 using the log, you are not following the discipline that  
 3 the log requires you to undertake as to the sequence of  
 4 decisions and what to take into account in each of them.  
 5 MR O'HARE: I think there is a potential for that, but,  
 6 again, we train/brief, our commanders to make sure they  
 7 are well experienced and versed in using the national  
 8 decision model, particularly around how we do threat and  
 9 risk assessments. So I would like to think the main  
 10 facets of it all are captured as part of the  
 11 professional element of our command expectations.  
 12 But the whole drive towards using the log was to  
 13 force people down that structure, to ensure it did  
 14 happen as opposed to hope it happened.  
 15 MR BEER: 11.1.4:  
 16 "The review team observed an SFC being briefed by a  
 17 TFC by telephone during an ongoing operation. On this  
 18 occasion, all of the information was provided verbally  
 19 by the TFC and recorded by the SFC in a daybook, rather  
 20 than an electronic command log. This is clearly  
 21 an original note which should be recognised as such and  
 22 dealt with appropriately. Although undoubtedly  
 23 retained, there is no centralised or standardised way of  
 24 doing this. The original note appears, in many  
 25 respects, to serve the completion of an electronic log

Page 114

1 to satisfy a process."  
 2 Then 11.1.6:  
 3 "There is evidence of heavy reliance on information  
 4 being copied and pasted between logs. This is  
 5 understandable where intelligence is shared  
 6 electronically or verbatim from other records. It also  
 7 ensures a common understanding of the intelligence  
 8 picture. If there is an over-reliance on this recording  
 9 method, there is a real or perceived danger that  
 10 information is not fully explained, understood or  
 11 explored or lacks appropriate emphasis. It is important  
 12 to reflect and document a full review, consideration and  
 13 understanding of the information and/or operational  
 14 decision making at any briefing or handover stage where  
 15 detailed information and intelligence is pasted between  
 16 documents and does not result in documented comment,  
 17 query or tasking, this perception is reinforced."  
 18 Is that practice there, of cutting and pasting,  
 19 recognised by GMP to be a problem?  
 20 MR O'HARE: I think it is a problem if you simply just cut  
 21 and paste without documenting and demonstrating that you  
 22 have also, at that point in time of copying that,  
 23 applied it to the current context, which again will be  
 24 covered as part of our electronic process for doing  
 25 this.

Page 115

1 MR BEER: Has it been stopped?  
 2 MR O'HARE: No, it hasn't been stopped, but the whole drive  
 3 of the process which we have is about training people to  
 4 challenge what is in front of them, to make sure of the  
 5 veracity of it and the timeliness of it is appropriate  
 6 and documented to that effect.  
 7 MR BEER: What might be done to stop it?  
 8 MR O'HARE: What may be done to stop it? Well, we are  
 9 putting a lot of faith and trust in our electronic  
 10 process, which filters this and stops you being able to  
 11 do that because you just do what is relevant to the job.  
 12 The other thing to do with it would be to not enable the  
 13 ability to cut and paste into the forms, so it cannot be  
 14 done. So it might be a --  
 15 MR BEER: You can only type original free text.  
 16 MR O'HARE: Yes, so it might be that we have to modify the  
 17 forms to prevent that happening in future and then,  
 18 alongside that, just a constant reminder, briefing to  
 19 all concerned with regard to the practice.  
 20 MR BEER: Can we go forward, please, to page 664, and look  
 21 at paragraph 15.1.3. Mr Nicholson says:  
 22 "The review team were assured that mandatory use of  
 23 national command logs had been communicated to GMP  
 24 commanders and advisers. Based upon the observations  
 25 and discussions that took place during the review, it

Page 116

1 would appear that decisions are not routinely being  
 2 contemporaneously recorded on the national logs or using  
 3 an alternative standard template which has been deployed  
 4 by GMP."  
 5 Do you accept the accuracy and force of what is said  
 6 there?  
 7 MR O'HARE: Yes, I do. And it was as a result of some of  
 8 the things which Mr Nicholson brought to our attention  
 9 that we looked at were we just feeding a process, as  
 10 opposed to giving people the opportunity to do the right  
 11 form of recording for the circumstances which we were  
 12 operating in, particularly with regard to spontaneous  
 13 jobs, which I think this one refers to.  
 14 MR BEER: As a result of Mr Nicholson or the Nicholson  
 15 Review's reporting in this regard, what has been done to  
 16 date to ensure that decisions by commanders are not  
 17 routinely, contemporaneously recorded on the national  
 18 logs?  
 19 MR O'HARE: Well, what we have done as a result of this and  
 20 ongoing work is we started off with -- giving the  
 21 absolute clarity and guidance around what you should be  
 22 using. Then we fed back from them the concerns about  
 23 doing that.  
 24 We have now sent out interim guidance which is going  
 25 to get developed even further to say: this is what the

Page 117

1 expectations are in terms of recording your decisions  
 2 and rationale, and that includes the use of the forms,  
 3 if not the use of notes made at the time, but very  
 4 quickly, documented and stored and put on to the  
 5 Chronicle system, the use of a Dictaphone, should that  
 6 be necessary in the case or available, anything which  
 7 can capture your decision making and rationale at that  
 8 point in time. We have given constant guidance to say  
 9 it must be recorded.  
 10 The quarterly governance meeting, which feeds into  
 11 the Firearms Policy Group meeting, also keeps that under  
 12 review, every quarter, to make sure that all of the logs  
 13 which have been opened have been entered on to the  
 14 system.  
 15 And we can see from the introduction of that group,  
 16 and vast improve improvement to the group, where we  
 17 now -- it's by exception if a log, a command log, hasn't  
 18 been completed and put on to the system.  
 19 MR BEER: If you turn over to 15.1.6, Mr Nicholson says:  
 20 "The current arrangement seems to have evolved  
 21 amongst commanders in order to comply with a GMP  
 22 mandate, but all command logs must be submitted  
 23 electronically."  
 24 Then go back to 15.1.4, the previous page:  
 25 "What was apparent is that it is common for

Page 118

1 commanders to record decisions using alternative  
 2 methods, daybook, tablet, Word document, and then  
 3 transfer the information on to a national log prior to  
 4 submission for retention."  
 5 He highlights the problems with that.  
 6 What has been done to stop that?  
 7 MR O'HARE: What has been stopped to do that, the initial  
 8 email which I sent out, which I have referred to  
 9 previously, which said: as from today, you will only do  
 10 it on these forms.  
 11 MR BEER: Yes.  
 12 MR O'HARE: We have then backed away from that because of  
 13 realising that was actually creating another problem,  
 14 particularly which Mr Nicholson has identified and from  
 15 feedback by the commanders, themselves, the strategic  
 16 firearms commanders. We have continued to have a debate  
 17 with the SFCs about what's the best way of doing it, the  
 18 most common -- sensible way of doing it. And we've got  
 19 the situation now where the guidance given to SFCs,  
 20 within Greater Manchester Police, is the -- in an ideal  
 21 position, if you can complete the electronic logs in  
 22 a timely fashion, when there is an opportunity to do so,  
 23 that is how you do it.  
 24 However, we also understand if you are not in the  
 25 office and you don't have access to the relevant IT, or

Page 119

1 it's a spontaneous event and you are at home or  
 2 elsewhere, well, you either use the firearms booklet and  
 3 write it in manually, or if for some reason you haven't  
 4 got that, you make a note of your rationales and  
 5 decision making but, as quickly and as soon as possible,  
 6 you get that into the Chronicle system as an immediate  
 7 storage of your rationale.  
 8 So we went -- I think we had to go to the one size  
 9 fits all to try and get people focused on the importance  
 10 of what we are trying to achieve, and we almost had to  
 11 go for that: you will all do this, even though it  
 12 appears to be bureaucratic and even though we understand  
 13 the challenges and we understand your pain around this.  
 14 But, culturally, it needed to be done to then almost  
 15 get to us a point where we can then develop around it in  
 16 a mature way, and I think where we have got now, it is  
 17 that -- that mature aspect where people understand the  
 18 importance of doing it and the importance of when and  
 19 where they do it, and we also have an element of  
 20 governance around it now to ensure it is actually done  
 21 as well.  
 22 MR BEER: As part that process, could we look, please, at  
 23 page 532, which I think is in the very last page of  
 24 volume 1 of Z2, which should be an email from DCI  
 25 Ryan Davies; do you have that?

Page 120

1 MR O'HARE: Yes.  
 2 MR BEER: Of 9 August.  
 3 MR O'HARE: Yes.  
 4 MR BEER: Is that again an email addressed to the then SFCs?  
 5 MR O'HARE: Yes. Yes, it is.  
 6 MR BEER: DCI Davies says:  
 7 "You are probably aware that Mr Pilling -- that is  
 8 the deputy chief constable, and Ms Jardine, the ACC,  
 9 have commissioned an independent review and inspection  
 10 of the GMP Firearms Unit. It is underway, the physical  
 11 inspection taking place this week."  
 12 That is the Nicholson review.  
 13 MR O'HARE: Yes.  
 14 MR BEER: "As a point of learning from the ongoing Anthony  
 15 Grainger Inquiry and to assist you, can I please ask  
 16 that if you find yourself, for whatever reason, having  
 17 retrospectively to complete a formal SFC log or notes of  
 18 any decisions that you have made, you expressly make  
 19 clear that your log was not made at the time of your  
 20 decision.  
 21 "In such circumstances, it would be good practice to  
 22 add a brief additional note as to the reasons for any  
 23 delay between the time and date of your decision and the  
 24 completion of any formal log or record."  
 25 Then he completes his email:

Page 121

1 "I hope you will receive this in the well  
 2 intentioned manner that it is sent."  
 3 At this point, was there a chief officer of police  
 4 with strategic responsibility for firearms within GMP?  
 5 MR O'HARE: Yes. Yes, there was at that point.  
 6 MR BEER: Who was that?  
 7 MR O'HARE: That would have been, within Greater Manchester,  
 8 that would have been ACC Jardine and, at that time in  
 9 the region, I think that would have still been ACC  
 10 Jacques, Tim Jacques.  
 11 MR BEER: Do you know, on one view, this email might be read  
 12 as being slightly apologetic, coming from a DCI to more  
 13 senior officers, and maybe rather submissive.  
 14 MR O'HARE: I think, knowing the individual who has written  
 15 that, I -- that -- I think that is his style of prose  
 16 when he directs anything to a person of a higher rank.  
 17 I didn't read it as anything other than that is the nice  
 18 way that Ryan normally finishes his requests to people  
 19 of a higher rank.  
 20 MR BEER: Would you accept that what was needed in relation  
 21 to a rather fundamental and basic policing principle,  
 22 that if you make a note up after the event, you should  
 23 record that fact.  
 24 MR O'HARE: Yes.  
 25 MR BEER: That really needs to be a clear directive from the

Page 122

1 chief officer of police with responsibility for  
 2 firearms.  
 3 MR O'HARE: Yes.  
 4 I think the context of this was Ryan would be  
 5 feeding into, you know, commanders, issues which were  
 6 come out of this Inquiry and seeing -- just to remind  
 7 you, this is coming out and you need to make sure you  
 8 are compliant with this. And if you are not doing it,  
 9 this is a common sense approach to a point to do that.  
 10 I think this also came at a time when we had gone  
 11 through that period of stating, "You must go through  
 12 this form", to then listening to the feedback from  
 13 people, and with, rightly, concerns around how to  
 14 administer that, and then the feedback from Mr Nicholson  
 15 and August/September time was a time of debate around  
 16 where do we get the happy medium on this, and that was  
 17 a discussion between senior officers and via firearms  
 18 policy as well.  
 19 MR BEER: Thank you.  
 20 Can we go back to paragraph 40 of your witness  
 21 statement, please.  
 22 Do you have that? It is on page 7.  
 23 MR O'HARE: Yes, I've got that. Thank you.  
 24 MR BEER: Turning to the presentation of threat assessments  
 25 by SFCs to AFOs, you say:

Page 123

1 "The TFC is always responsible for the accurate  
 2 content of the threat assessment and for the working  
 3 strategy. For the majority of non-timed critical  
 4 planned armed deployments, this should be delivered in  
 5 person by the TFCs supported by a PowerPoint  
 6 presentation."  
 7 The verbal briefing of which is audio recorded.  
 8 MR O'HARE: Yes.  
 9 MR BEER: Is there any GMP, SOP or other policy on how the  
 10 PowerPoint is to be created?  
 11 MR O'HARE: There is not, and I refer back to the three  
 12 prioritised SOPs which we are currently working on,  
 13 which includes the one on command and briefing.  
 14 MR BEER: At today's date, how in fact is the PowerPoint  
 15 constructed?  
 16 MR O'HARE: At this point in time, it would be constructed  
 17 by the TFC, the tactical firearms commander, with the  
 18 operational firearms commander and the TAC adviser,  
 19 looking to see what it is that we need to brief the  
 20 officers on. And the template that is used there is the  
 21 national decision compliant, which demonstrates the  
 22 subjects, the relevant intelligence with regard to them,  
 23 the ICI element around capability and intent, and then  
 24 obviously, beyond that, you have the legal requirements  
 25 with regard to warnings around ability, competence to

Page 124

1 carry and health warnings, et cetera.  
 2 MR BEER: Which say roughly the same from job to job?  
 3 MR O'HARE: Yes. Well, most of it, it is exactly the same  
 4 because it is the special ones you have to give firearms  
 5 officers about being competent and fit to carry firearms  
 6 and reasonable force.  
 7 MR BEER: But the things that change from job to job --  
 8 MR O'HARE: Yes?  
 9 MR BEER: -- the Inquiry heard some evidence that suggested  
 10 that those creating the PowerPoint, which is what the  
 11 AFOs see.  
 12 MR O'HARE: Yes?  
 13 MR BEER: And what the TFC speaks to when he or she is  
 14 giving his verbal briefing, or her verbal briefing. So  
 15 the people that create those PowerPoints may not have  
 16 been present at the briefing that the SIO gave to the  
 17 TFC --  
 18 MR O'HARE: Yes.  
 19 MR BEER: -- whether the TAC adviser was present or not, and  
 20 indeed they may not have had access to the subject  
 21 profiles or other intelligence that the TFC and the SIO  
 22 considered in order to decide to mount the armed  
 23 operation.  
 24 MR O'HARE: Yes.  
 25 MR BEER: What system is in place there now for the people

Page 125

1 that are creating the PowerPoints to have access to that  
 2 information?  
 3 MR O'HARE: Well, the system in place now is, before the  
 4 briefing is completed for production and viewing to the  
 5 staff, the TFC has to agree that is what I want to be  
 6 briefed.  
 7 So, in the past, it would have been almost left to  
 8 a team of people to do it, based on either presence at  
 9 the meeting or copy and pasting from previous profiles.  
 10 Whereas, now, what we are saying is the SIO and the  
 11 TFC agree what is relevant and what is required for the  
 12 briefing, and what we do say and what we don't say.  
 13 MR BEER: Does the content of the F1152 have any part to  
 14 play in what goes onto the PowerPoint. I'm putting  
 15 aside the new development for the moment.  
 16 MR O'HARE: Yes, the 1152, at the point at which it is  
 17 agreed to be going for a firearms job, will either  
 18 already have had the appropriate fields completed,  
 19 particularly around the ICI, the capability and intent  
 20 of individuals and the relevant intelligence to justify  
 21 why it has gone for firearms authority, which would then  
 22 be used as part of the briefing, or if indeed it's one  
 23 that has been developed, whatever has been developed to  
 24 justify the firearm's response would be the detail that  
 25 has been populated on the briefing --

Page 126

1 MR BEER: How does that get to the man or woman that is  
 2 typing up the PowerPoint?  
 3 MR O'HARE: Well, the -- mostly it would be -- they would  
 4 get a copy of the 1152 sent to them. So they'd get the  
 5 1152 sent to them, which would have all of that on, and  
 6 then you have the briefing template which follows, as  
 7 I said, the II Mac principles of briefing, which is  
 8 information, intelligence, then the method and tactics  
 9 that we are going to be doing, because once you have  
 10 done that, you then have the firearms booklet which  
 11 would identify what we are going to be asking the  
 12 firearms officers to do in terms of tactical options.  
 13 MR BEER: The chairman heard some evidence that there was  
 14 a briefing of the TFC, by DCI Cousen. There was  
 15 a request to the SFC for authorisation, that was  
 16 granted. The green light was given and then, the next  
 17 morning, some people in the office wrote up  
 18 a PowerPoint.  
 19 MR O'HARE: Yes.  
 20 MR BEER: So the intelligence that had led to the decision  
 21 making that had been the subject of discussion, wasn't  
 22 overnight brought into account in them describing what  
 23 the ICI of the individuals were.  
 24 MR O'HARE: Yes.  
 25 MR BEER: How, if at all, has that changed? Is there is

Page 127

1 a direct unbroken link between the thinking that led to  
 2 the authorisation and what the officers are briefed on.  
 3 MR O'HARE: What I could say, the way that has changed now  
 4 is, absolute clarity with regard to the TFC and the SIO  
 5 agreeing what is relevant for the briefing. And then,  
 6 if you have got a long running job, to not simply use  
 7 the same briefing sheet for everything but to  
 8 demonstrate on the briefing that this briefing is for  
 9 this date and it has been reviewed based on the  
 10 intelligence that has come in overnight, so there  
 11 an impetus to do that.  
 12 That will no doubt feature strongly in the SOP that  
 13 has been developed, to make sure that is nailed down in  
 14 terms of process and policy. Again, it's still -- it is  
 15 a common thread of the training that all SIOs, TFCs,  
 16 SFCs, OFCs are all currently going through, where  
 17 constantly(?) each other three -- two days, they are  
 18 simulated around who is doing the briefing? What is the  
 19 briefing going to say? How do we give the briefing  
 20 update?  
 21 So, in the absence of the SOP at the moment, they  
 22 have all been having the training which reinforces the  
 23 need to keep everything under review and only brief on  
 24 what is relevant and timely.  
 25 MR BEER: Thank you.

Page 128

1 Can we turn back to the Nicholson review, please, at  
 2 page 661.  
 3 661. Paragraph 13.1.1.  
 4 MR O'HARE: Yes.  
 5 MR BEER: Mr Nicholson says:  
 6 "As previously reported, the standard operating  
 7 procedure for briefing a firearms operation is out of  
 8 date, having not been reviewed for four years."  
 9 You have told us about that already:  
 10 "Whilst it is evident that the briefing of AFOs is  
 11 taking place in both spontaneous and planned firearms  
 12 operations, this is not done in a standardised manner."  
 13 Do you acknowledge and accept what he says there?  
 14 MR O'HARE: At that point in time, yes, I think that  
 15 probably would have been the case, but what we have been  
 16 doing, working from then, is, as I said, all the  
 17 guidance we have been giving out as far as the  
 18 responsibility of the TFC to do the briefing, where that  
 19 is done and how that is done, particularly with regard  
 20 to how we record spontaneous briefings to make sure we  
 21 have got a recording, either by Airwave radio or by  
 22 using body worn video or by using Dictaphones. So we  
 23 have been given incredible amounts of guidance to say:  
 24 however you do your briefing, make sure it is up to date  
 25 and the right person does it and it is recorded.

Page 129

1 MR BEER: He makes his recommendation if you go over two  
 2 pages, on to 663. In fact, he doesn't make  
 3 recommendations, he makes a finding:  
 4 "The briefing process and documentation for planned  
 5 firearms operations requires greater standardisation.  
 6 This would be supported by the development of a detailed  
 7 SOP to include the archiving of all briefing material."  
 8 You say that is something that is being worked on as  
 9 a priority.  
 10 MR O'HARE: Yes, it is.  
 11 MR BEER: In terms of some of the contents of briefings, if  
 12 you can go to the page in between, please, 662, and look  
 13 at 13.1.6 and 7:  
 14 "All of the briefings seen [that's seen by the  
 15 review team] include a slide which identifies the  
 16 'Nominated tactic for the operation', in the briefings  
 17 for mobile operations both show ASCO, which indicates  
 18 officers are employed in an armed support of a covert  
 19 operation. This term is used interchangeably with  
 20 MASTS, which indicates mobile armed support to  
 21 a surveillance operation. Neither of these terms  
 22 actually describe or define a tactic and/or deployment  
 23 profiles or platforms from which a wide range of tactics  
 24 can be implemented. In this type of operation, it is  
 25 usually difficult to identify the eventual tactics to be

Page 130

1 employed at the briefing stage. This therefore requires  
 2 greater detail at the briefing stage, regarding likely  
 3 contingencies and responsibilities without consideration  
 4 of the potential deployment options in this type of  
 5 operation. There is a potential that those receiving  
 6 the briefing may feel that a vehicle-based tactic is  
 7 being pre-empted."  
 8 At the end of 13.1.8, using a specific example, he  
 9 says:  
 10 "This enabled the Inquiry to imply that GMP's  
 11 generic view is that an enforced stop and extraction is  
 12 the pre-determined outcome of a MASTS deployment."  
 13 I think you know that this was a feature of this  
 14 Inquiry.  
 15 MR O'HARE: Yes.  
 16 MR BEER: In October 2017, on examining briefings of AFOs,  
 17 the Nicholson review team found that the same thing,  
 18 namely referring to MASTS as a tactic and implying that  
 19 the pre-determined outcome was some active intervention  
 20 on a vehicle based target, was occurring; do you,  
 21 firstly, acknowledge the force of what he says?  
 22 MR O'HARE: Yes, I do.  
 23 MR BEER: Do you know why that was still happening at that  
 24 time?  
 25 MR O'HARE: I don't know. I am doing my best to reassure

Page 131

1 the Inquiry that since the beginning of our response to  
 2 the incident in Culcheth, we have done CPD events and  
 3 briefings to senior officers, with tactical advisers,  
 4 with everybody involved in the planning and leadership  
 5 of anything involved in either armed support to  
 6 surveillance tactics, to reinforce the fact that there  
 7 is a full stop after the word ASCO and MASTS, and to  
 8 reinforce the fact that the tactic is there to support  
 9 the surveillance operation, not necessarily to then to  
 10 be the final intervention.  
 11 So I look at -- when we saw this, the group realised  
 12 we still had a lot of work to do, and I keep on  
 13 referring to the Hydra Minerva course, but the Hydra  
 14 Minerva course that we run now takes to us a tactical  
 15 option, whereby an ASCO is the preferred option and we  
 16 reinforced and absolutely debrief to -- you know, for  
 17 life, the fact that just relates to providing an armed  
 18 support to surveillance operation, but you will always  
 19 have to have other forms available to do the  
 20 intervention. And a recent dip sample of some of our  
 21 logs, since then, has demonstrated that is now starting  
 22 to get through. We have been relentless on this and  
 23 we're just continually trying to push it to realise  
 24 that. Just because you get authority for an ASCO or  
 25 a MASTS, doesn't mean the final product is going to be

Page 132

<p>1 the same element of intervention.                  2 MR BEER: Is there, in your view, an element of GMP having                  3 operated in a certain way for a number of years, it                  4 takes a little while for the tanker to turn round?                  5 MR O'HARE: I think so, yes, and I don't think it is done                  6 with malice or anything, but I just think it is people                  7 thinking they are doing the best thing to protect the                  8 public, and to protect all involved in it, in that                  9 regard.                  10 MR BEER: Mr Arundale's report on this issue was received                  11 in, I think, November 2016.                  12 MR O'HARE: Yes.                  13 MR BEER: You have said that, since then, you have attempted                  14 to address that through training.                  15 MR O'HARE: Yes.                  16 MR BEER: Are there any other proposals to prevent the                  17 continuation of an issue that has been clearly                  18 identified in the facts of this case and by the                  19 Inquiry's expert?                  20 MR O'HARE: Yes, the MASTS SOP, which, as I said, we are                  21 currently working on, will include the points of                  22 intervention to demonstrate that they must always have                  23 the overt capability to deal with any situation that may                  24 provide.                  25 Where we are now is every single strategic firearms</p> <p style="text-align: center;">Page 133</p>	<p>1 GMP should evaluate, procure or authorise specialist                  2 munitions and the same goes for the strategic review                  3 group, paragraph 55.                  4 MR O'HARE: Yes.                  5 MR BEER: Yes?                  6 MR O'HARE: There is nothing specific about special                  7 munitions in any of them.                  8 MR BEER: You say in paragraph 53 that there is a north-west                  9 operational armouries SOP, dated September 2016, and                  10 individual force procedures are appendices to it. This                  11 is an NWAP SOP.                  12 MR O'HARE: Yes.                  13 MR BEER: At the back of it, there are individualised                  14 procedures for some of the forces. GMP's local                  15 procedure document, LPD, is appendix D to it; yes?                  16 MR O'HARE: Yes.                  17 MR BEER: You say there is nothing of relevance within the                  18 LPD regarding specialist munitions.                  19 MR O'HARE: No, there is not.                  20 MR BEER: I just want to look at it, if I may. I think it                  21 is volume 1 of the documents at page 445. So Z2, 445.                  22 I should take you to 438 first, just so you can see                  23 the front sheet.                  24 MR O'HARE: Yes.                  25 MR BEER: That is the GMP document, annexed to the NWAP,</p> <p style="text-align: center;">Page 135</p>
<p>1 commander has partaken in the two-day course around the                  2 MASTS platform and an ASCO, and I guarantee that at the                  3 point where anybody comes to a SFC for Greater                  4 Manchester Police now, for a MASTS or an ASCO, and                  5 doesn't put forward a number of alternative options to                  6 be considered at point of intervention, will not be                  7 getting that authority.                  8 MR BEER: Thank you. Can I turn to a separate topic then,                  9 please? Namely, GMP policies concerning the evaluation,                  10 procurement and authorisation of specialist munitions.                  11 I think it is page 10 of your witness statement,                  12 which is paragraph 57.                  13 I think the position is that there isn't a GMP                  14 policy on the evaluation or ascertaining the operational                  15 requirement for specialist munitions.                  16 MR O'HARE: Sorry, can you just repeat --                  17 MR BEER: Page 10, paragraph 57.                  18 MR O'HARE: Thank you.                  19 MR BEER: Is that right? So no GMP policy on the                  20 evaluation, ie the operational requirement for                  21 specialist munitions?                  22 MR O'HARE: Not at this moment, no.                  23 MR BEER: In paragraph 54, you tell us there is something                  24 called the Firearms Policy Group, but in the policy                  25 group's terms of reference, there is no reference to how</p> <p style="text-align: center;">Page 134</p>	<p>1 standard operating procedure.                  2 MR O'HARE: Yes.                  3 MR BEER: Then, at 445, at paragraph 3, there is something                  4 concerning the purchase of munitions, in particular                  5 those which carry a less lethal capability.                  6 If you look at 3.1, it speaks about the                  7 United Nations' basic principles and then, underneath                  8 that, it says:                  9 "Section 3.2.1 of the code of practice on the Police                  10 Use of Firearms [that's the 2003 Home Office Code of                  11 Practice] states chief officers of police are                  12 responsible for establishing the operational requirement                  13 for their police areas in order to determine policy for                  14 the provision of weapons requiring special                  15 authorisation. For this purpose, chief officers should                  16 assess the known and reasonably foreseeable threats and                  17 risks in their police areas which may be relevant to the                  18 use of weapons requiring special authorisation."                  19 Then it quotes 4.1.1 of the code of practice:                  20 "Chief officers of police in consultation with their                  21 police authorities will be responsible for the                  22 acquisition of weapons requiring special authorisation                  23 for their use in force areas on the basis of the threat                  24 and risk assessment process referred to above."                  25 You know the code of practice quite well, I suspect?</p> <p style="text-align: center;">Page 136</p>

<p>1 MR O'HARE: Yes, quite well.</p> <p>2 MR BEER: That appears to quote, maybe selectively, a couple</p> <p>3 of bits of it, which read together and without more,</p> <p>4 suggest that the acquisition of specialist munitions,</p> <p>5 which have a less lethal capability, is the</p> <p>6 responsibility of the chief officer of police for</p> <p>7 a local force, in consultation with their police</p> <p>8 authority; there is quite a lot more to it than that,</p> <p>9 isn't there?</p> <p>10 MR O'HARE: Yes, it involves the Home Secretary and it</p> <p>11 involves more the national perspective and it employs</p> <p>12 that they have got to be weaponry which has been proofed</p> <p>13 and agreed and authorised at the national level, also.</p> <p>14 MR BEER: Would you agree, on its face -- and this is the</p> <p>15 only thing I can see in GMP that regulates the</p> <p>16 acquisition of specialist munitions by way of policy --</p> <p>17 it creates the impression that the code requirements are</p> <p>18 a matter for the local force and discretion, when in</p> <p>19 fact that is not the case.</p> <p>20 MR O'HARE: I can see why you could draw that from looking</p> <p>21 at that extract, which is why I think in my statement</p> <p>22 there is nothing specific in the policy with regard to</p> <p>23 how we personally procure them, how we -- or how we</p> <p>24 store them, our soft store for specialist munitions.</p> <p>25 MR BEER: Taking it shortly, the code sets out a very</p> <p style="text-align: center;">Page 137</p>	<p>1 weapons requiring special authorisation?</p> <p>2 MR O'HARE: I absolutely agree, and we would welcome</p> <p>3 a national stance and a national framework and</p> <p>4 a national test and procurement process, to provide that</p> <p>5 consistency in approach across the country.</p> <p>6 MR BEER: Have you detected, in your work, any desire</p> <p>7 amongst practitioners to give individual police forces</p> <p>8 more latitude and discretion as regards the acquisition,</p> <p>9 locally, of specialist and less lethal munitions?</p> <p>10 MR O'HARE: I don't think it is a case of giving people</p> <p>11 favouritism in that regard. I think there is more the</p> <p>12 consensus around where in the country these sort of</p> <p>13 special munitions would probably be best deployed, and</p> <p>14 that would normally be around the levels of threat in</p> <p>15 terms of either high level organised criminality or</p> <p>16 counter terrorism threats.</p> <p>17 MR BEER: If we look at page 643, that is in the next</p> <p>18 volume, volume 2. This is part of the Nicholson report.</p> <p>19 MR O'HARE: Yes.</p> <p>20 MR BEER: At paragraph 8.2.2, Mr Nicholson says:</p> <p>21 "The lessons emerging from the Inquiry have caused</p> <p>22 the police service to reflect on the clarity provided by</p> <p>23 the code and the service's current capacity</p> <p>24 scientifically to evaluate emerging and evolving</p> <p>25 technologies and weapon systems."</p> <p style="text-align: center;">Page 139</p>
<p>1 detailed and extensive process that must be gone</p> <p>2 through, involving the Secretary of State and CAST and</p> <p>3 SACMILL and all sorts of other bodies.</p> <p>4 MR O'HARE: Yes.</p> <p>5 MR BEER: Do you know why it is that the one thing that is</p> <p>6 published concerning GMP's acquisition of specialist</p> <p>7 munitions gives the impression that it is a matter for</p> <p>8 local discretion only?</p> <p>9 MR O'HARE: I don't know why that is presented in that</p> <p>10 format.</p> <p>11 MR BEER: In any event, I think there is going to be a new</p> <p>12 code of practice to replace the 2003 code; is that</p> <p>13 right?</p> <p>14 MR O'HARE: It is, yes.</p> <p>15 MR BEER: I think there is a representative of GMP on the</p> <p>16 group of people that are tasked with writing it; is that</p> <p>17 right?</p> <p>18 MR O'HARE: Yes, that's right.</p> <p>19 MR BEER: Who is that?</p> <p>20 MR O'HARE: That is Chief Inspector Nutter.</p> <p>21 MR BEER: Chief Inspector Mark Nutter?</p> <p>22 MR O'HARE: Yes, it is.</p> <p>23 MR BEER: Would you, in your position, agree that the code</p> <p>24 ought to retain or reinforce the requirement for central</p> <p>25 control over research about and the authorisation of</p> <p style="text-align: center;">Page 138</p>	<p>1 Do you know what Mr Nicholson is referring to there,</p> <p>2 with your GMP hat on, as to reflection on whether the</p> <p>3 code provides clarity on the evaluation of emerging</p> <p>4 technologies and weapon systems?</p> <p>5 MR O'HARE: Yes, I think this goes back to an understanding</p> <p>6 whereby there was a bit of a blurring around -- it</p> <p>7 started off as the police scientific branch and then</p> <p>8 evolved into CAST, via various other things, around when</p> <p>9 is something authorised at national level for use by the</p> <p>10 police?</p> <p>11 And some of the challenges we had around it was that</p> <p>12 CAST would often just look at a number of ammunition,</p> <p>13 for example, but be aware that there was other</p> <p>14 capabilities out there, and it was almost implied that</p> <p>15 the local level, local procurement or testing, could be</p> <p>16 carried out if there was a need for it based on the</p> <p>17 threat for that area.</p> <p>18 MR BEER: Is that something that GMP thought alone or is</p> <p>19 that something that you know that other forces thought,</p> <p>20 that the code was lacking clarity?</p> <p>21 MR O'HARE: I think we experienced the lack of clarity,</p> <p>22 certainly over the years, as the world changed,</p> <p>23 particularly with terrorist threats. May I say, not the</p> <p>24 current one, but the one sort of 10 years hence, where</p> <p>25 there was a need to very quickly change police and</p> <p style="text-align: center;">Page 140</p>

1 firearms tactics to suddenly meet the different threat.  
 2 MR BEER: I am not talking about tactics here. This is the  
 3 code in relation to the authorisation of specialist  
 4 munitions.  
 5 MR O'HARE: Okay, and I am not aware of anybody specific  
 6 outside of Greater Manchester raising anything, but  
 7 I would imagine if we have been having these discussions  
 8 and concerns, that would be reflected elsewhere.  
 9 MR BEER: Can we look at the regional position then. Go  
 10 back to your witness statement, please, at paragraph 50,  
 11 which is page 9.  
 12 Paragraph 50, on page 9, you say:  
 13 "The region operates under separate standing  
 14 authorities and a list of all weapons and ammunition is  
 15 contained in the weapons and ammunition standard  
 16 operating procedure, dated 28 July 2016. There is no  
 17 standard weaponry and each force carries equipment in  
 18 line with local needs."  
 19 Can we look, please, at what you are referring to,  
 20 the SOP on weapons and ammunition. I think that is  
 21 page 404. So it will be volume 1 of Z2.  
 22 We saw in your statement there, you said that the  
 23 this SOP, the NWAP SOP, is dated 28 July. Just looking  
 24 at the front page of it there, it looks to be dated  
 25 28 January 2015, rather than 28 July 2016. That date of

Page 141

1 28 July 2016 was the review date; can you see that?  
 2 MR O'HARE: Yes.  
 3 MR BEER: But then an extension was approved by  
 4 a Superintendent Tatum I think that is Sheena Tatum,  
 5 until 28 July 2017.  
 6 Was it reviewed again, do you know, on 28 July 17?  
 7 MR O'HARE: I don't know if it was.  
 8 MR BEER: Do you know whether this is still in force?  
 9 MR O'HARE: It is still in force, albeit it is currently  
 10 under review because we are doing the SOP for specialist  
 11 munitions, which is going to then feed into an updated  
 12 version of this.  
 13 MR BEER: Okay, so it is still in force, but it is under  
 14 review.  
 15 MR O'HARE: Yes.  
 16 MR BEER: Okay, if we look at paragraph 12, which is the one  
 17 we are referring to, which is on page 433. Do you have  
 18 that; paragraph 12, specialist munitions?  
 19 MR O'HARE: Yes.  
 20 MR BEER: "The north-west firearms collaboration will only  
 21 use specialist munitions that have been or are (1)  
 22 nationally approved by CAST or north-west region ACPO  
 23 lead, employed by selectively trained and accredited  
 24 officers, stored and carried in accordance with the  
 25 manufacturer's instructions."

Page 142

1 So there are three requirements there. Just  
 2 a couple of questions on the first requirement: the SOP  
 3 doesn't say that only those specialist munitions which  
 4 have been approved in accordance with the Home Office  
 5 Code of Practice will be used; do you know why that is?  
 6 MR O'HARE: I don't know that.  
 7 MR BEER: That is what it should say, isn't it?  
 8 MR O'HARE: Yes, that would make sense for it to say that.  
 9 I don't know why it says it in that format.  
 10 MR BEER: Then, secondly, although there is a reference to  
 11 part of the code of practice approval mechanism, namely  
 12 testing by CAST, it seems to give, as an alternative to  
 13 that, approval by the north-west region ACPO lead.  
 14 Do you know why it is that NWAP permits that person,  
 15 the north-west regional ACPO lead, to authorise the use  
 16 of specialist munitions himself or herself?  
 17 MR O'HARE: I think that has been put in because we -- we  
 18 actually have challenged this back to say: do we think  
 19 that we can say that after what we have all gone through  
 20 in this Inquiry, in terms of everything being CAST  
 21 approved.  
 22 So we have raised that as an issue already within  
 23 GMP.  
 24 MR BEER: Not just CAST approved.  
 25 MR O'HARE: Home Secretary and Secretary of State, yes,

Page 143

1 sorry.  
 2 What you may find is across the region, there may be  
 3 other forces within the region, who would want to  
 4 maintain using equipment which hasn't had the CAST  
 5 approval.  
 6 So that may be the challenge whereby the regional  
 7 lead for that may have to decide that is okay to  
 8 derogate from that respect or not, and then document why  
 9 against policy.  
 10 But all I could say is, within Greater Manchester  
 11 Police, we have learnt our lessons graphically, in terms  
 12 of not going -- having anything which has not had  
 13 national Secretary of State or CAST approval.  
 14 MR BEER: So this sentence in bold there, or part of the  
 15 sentence in bold there, has been included, on your  
 16 understanding, specifically to allow forces in the  
 17 north-west region to use specialist munitions on the  
 18 authorisation of the ACPO lead that haven't been through  
 19 the code of practice process?  
 20 MR O'HARE: I am making an assumption. I am just looking at  
 21 it and think that is how I can only imagine that's why  
 22 that's put in, but I do understand this is currently  
 23 subject to current challenge around whether or not that  
 24 should be appropriate and that should go forward in the  
 25 reviewed SOP.

Page 144

1 MR BEER: Given there is a code of practice with statutory  
2 force which says if you are going to use specialist  
3 munitions, they need to go through this process, can you  
4 think why it might be appropriate to retain the facility  
5 for the ACPO lead to give authority outside that  
6 process?  
7 MR O'HARE: I -- pragmatically I can't. In the light of  
8 guidance and the law, I can't. It maybe it was put in  
9 for the absolute exceptional circumstances where there  
10 is a specific threat which can only be dealt with as  
11 a result of using certain ammunition which currently is  
12 either not Secretary of State approved or CAST approved.  
13 That is possibly one reason why it has been put in  
14 there.  
15 As I say, it is subject to current challenge from  
16 ourselves because of our learnings from this, and what  
17 I would say to the Inquiry is nothing would happen in  
18 GMP in terms of --  
19 THE CHAIRMAN: When you talk about an exceptional case like  
20 that, the munition in question would have to have been  
21 acquired beforehand for it to be even considered,  
22 wouldn't it?  
23 MR O'HARE: Yes, or retained. Yes, and subsequently  
24 retained.  
25 THE CHAIRMAN: Sorry to interrupt, Mr Beer.

Page 145

1 MR BEER: It sounded, from some of the answers that you gave  
2 me, Mr O'Hare, that you had already realised the  
3 potential difficulty of the inclusion. It is only  
4 a small number of words, but its impact could be great,  
5 of that sentence.  
6 MR O'HARE: Yes.  
7 MR BEER: Is that right?  
8 MR O'HARE: That is true.  
9 MR BEER: And you, as GMP, pushed back on that.  
10 MR O'HARE: We have challenged this. As part of the review  
11 of the SOP and the inclusion of the specialist munitions  
12 bit, we have gone back to say we don't think you can put  
13 that name on it because of all the criteria that you  
14 have already explained to the Inquiry in terms of what  
15 other protocols or processes must be complied with.  
16 As I said, we -- as Greater Manchester Police, we  
17 have learnt certain lessons from the experience with the  
18 canister and certain bullet rounds that we have had in  
19 our possession over the last five years.  
20 MR BEER: A couple of last questions on this: what was the  
21 push back to your push back?  
22 **A. I am not aware that it has come back yet. I am just**  
23 **aware it has been put in, the challenge around that, but**  
24 **that is something which, outside this Inquiry, I will**  
25 **find out exactly where that is up to.**

Page 146

1 MR BEER: Secondly, do you know whether that part of the  
2 sentence was included by amendment? It is in bold.  
3 MR O'HARE: I would imagine, because this is dated 2015, and  
4 this is --  
5 MR BEER: Reviewed in July 2016, if I remember.  
6 MR O'HARE: Yes, I wonder if it has just been put in to say  
7 this is a new amendment, this is an addition and this is  
8 a decision which has been made, which by the fact it is  
9 in bold, is to stand out.  
10 MR BEER: Okay.  
11 MR O'HARE: I genuinely don't know the answer to that.  
12 MR BEER: I will move, sir, if I may to the penultimate  
13 topic, which is MASTS. Again, sorry to leave you on the  
14 side for the moment, Mr Creely, but this, you will  
15 appreciate, is mostly firearms based not intelligence  
16 handling based.  
17 Can we go, Mr O'Hare, to paragraphs 85 to 89 of your  
18 witness statement, which is on page 14 onwards.  
19 MR O'HARE: Yes, got it.  
20 MR BEER: The question that the Inquiry put was:  
21 "What GMP policies exist as to the planning, command  
22 control and execution of mobile armed support to  
23 surveillance operations?"  
24 You say that GMP has no current MASTS policy:  
25 "On the date of Mr Grainger's death, GMP did have

Page 147

1 a MASTS policy and since the NWAP collaboration came  
2 into effect [that was in April 2013] GMP formed the  
3 impression that the regional position was that by  
4 following the APP, the need for operational SOPs had  
5 been negated."  
6 And you take us back to the minutes that we have  
7 looked at already.  
8 MR O'HARE: Yes.  
9 MR BEER: Then you say, in 89:  
10 "As a result of learning from the Anthony Grainger  
11 Inquiry, I accept that GMP should have SOPs."  
12 Can you help us as to why it was as a result of  
13 learning from the Grainger Inquiry, from this Inquiry,  
14 that GMP realised that it should have standard operating  
15 procedures?  
16 MR O'HARE: Well, I think the Inquiry just crystallised  
17 where we had become -- we'd had recommendations from  
18 IPCC previously, we'd had the learning from the Inquiry  
19 and it was when we discussed it with Mr Nicholson around  
20 APP, when there was some -- the light almost came on  
21 about how you, say, how do you make such a complex  
22 transition between a generic headline to how are you  
23 going to ensure that everybody understands their role  
24 and the position of how you undertake such a high level  
25 tactic and it just -- everything crystallises at one

Page 148

1 point to say, you know, you cannot just do it with APP,  
 2 you have to have an SOP which nails down the bit around  
 3 putting that big full stop after the platform element,  
 4 to reinforce the need to have alternative options, the  
 5 option to be able to take other action which doesn't  
 6 necessarily necessitate such a high level intervention  
 7 as a result of a MASTS.  
 8 MR BEER: We have seen Sergeant, I think it was, Paxton's  
 9 contribution at the meeting of 12 December 2013. Who  
 10 took the formal decision that GMP did not need standard  
 11 operating procedures and could rely on APP?  
 12 MR O'HARE: I don't know who -- where the final decision  
 13 came from. The narrative was just we are in the region  
 14 now -- we have got APP and APP now takes primacy over  
 15 SOPs, so there is no longer a requirement for them  
 16 within the region and, as you can see, that has clouded  
 17 the issue across the north-west, whereby some forces  
 18 retained them and others, including ourselves, decided  
 19 to stop.  
 20 It wasn't that we didn't have them. We had in  
 21 excess of 40 SOPs at that point in time, which then just  
 22 stopped and we then went with the APP process, but we  
 23 have looked at all of the details(?) and at the meeting  
 24 where that was discussed, so I can't even add on to my  
 25 personal recollection but, although we have got that

Page 149

1 documented, we have not been able to find at any point  
 2 where the final decision was made to say "This is now  
 3 the position".  
 4 MR BEER: So when you came to answer question 12, which is  
 5 lower down on that page, "To what extent do such  
 6 documents, ie SOPs, clearly differentiate between MASTS  
 7 as an operational method of supporting surveillance",  
 8 which is the right thing, "and the additional tactical  
 9 options of intervention and interception that MASTS  
 10 trained AFOs can deliver", which is the wrong thing to  
 11 presume --  
 12 MR O'HARE: Yes.  
 13 MR BEER: -- you answered:  
 14 "Differentiation is articulated within the national  
 15 training curriculum."  
 16 MR O'HARE: Yes.  
 17 MR BEER: Does that mean there isn't anything within GMP  
 18 that articulated the difference?  
 19 MR O'HARE: Other than all of the work we have been doing  
 20 over the last five years to influence it and to  
 21 demonstrate that, when you get an authority for a MASTS,  
 22 it doesn't mean to say that that means you take it to  
 23 the end point every time. All of the additional CPD  
 24 sessions and the training we have put in, just this  
 25 year, goes back to reinforcing the need that you will

Page 150

1 not get an authority for a MASTS in GMP now, today,  
 2 without demonstrating you have got a number of other  
 3 tactical options available to deploy.  
 4 MR BEER: Mr O'Hare, it seems that informed observers appear  
 5 to agree on the nature and function of MASTS.  
 6 MR O'HARE: Yes.  
 7 MR BEER: And yet the misunderstanding, certainly when  
 8 Mr Nicholson was reviewing, continued to persist.  
 9 MR O'HARE: Yes.  
 10 MR BEER: Do you know why that is?  
 11 MR O'HARE: I just think -- well, two things. We need to  
 12 get this MASTS completed, this SOP for the MASTS  
 13 completed, and be absolutely clear to say what the MASTS  
 14 is for and what it is intended to.  
 15 MR BEER: And what it is not.  
 16 MR O'HARE: And what it is intended to do.  
 17 It is absolutely about the first point of it, it is  
 18 not the end point. So we have been pushing that and  
 19 driving that and, I have to say, it has been relentless,  
 20 it has not been for want of trying, but I do think the  
 21 training that we have all just gone through absolutely  
 22 demonstrates the importance of the MASTS being the  
 23 initial deployment to gain an understanding of what you  
 24 have got with the ability to very quickly change your  
 25 tactical options to less high octane interventions.

Page 151

1 MR BEER: In that connection of less high octane  
 2 interventions, is it proposed that the MASTS policy  
 3 addresses specifically the question of decisive action  
 4 intervention on motor vehicles, including whether static  
 5 cover should be required?  
 6 MR O'HARE: It will pick up all the issues that have been  
 7 raised in this Inquiry and it will absolutely reinforce  
 8 the fact that the MASTS is not the beginning and the end  
 9 of the tactic; it is the beginning of the tactic but  
 10 every single MASTS operation will always have the  
 11 capability, with an overt capability, should that become  
 12 the most appropriate way to intervene.  
 13 MR BEER: Lastly then, can I turn you to page 43 of your  
 14 witness statement, please. It is the question that we,  
 15 the Inquiry, asked.  
 16 Are you there? Page 43.  
 17 MR O'HARE: Page 43?  
 18 MR BEER: Yes. It is possible recommendation 27.  
 19 MR O'HARE: Yes.  
 20 MR BEER: In the light of the circumstances of the deaths of  
 21 Azelle Rodney back in April 2005, and the report, and  
 22 that was by Sir Christopher Holland, into his death  
 23 in July 2013, which was a decisive action intervention  
 24 on a motor vehicle --  
 25 MR O'HARE: Yes.

Page 152

1 MR BEER: -- and of the circumstances of the death of  
2 Mark Duggan on 4 August 2011, and the prevention of  
3 future deaths report of May 2014, and that was  
4 a decisive action intervention on a motor vehicle, we  
5 asked what national reviews or re-evaluations have been  
6 undertaken as to the necessity of, firstly, the use of  
7 decisive action intervention firearms tactics in  
8 relation to a person suspected of carrying a firearm  
9 when the person is in a car?  
10 MR O'HARE: Hmm.  
11 MR BEER: And you quite naturally responded to the question,  
12 it is a question for national bodies to respond to -- we  
13 asked the question by reference to national bodies.  
14 MR O'HARE: It appears blunt; it wasn't meant to be a blunt  
15 response.  
16 MR BEER: No, no, we wrote the question, "What national  
17 response has there been?" and you said it is for  
18 national bodies to respond to.  
19 What work, if any, has GMP done on that issue?  
20 MR O'HARE: I think the work we have done in terms of our  
21 stance on this is, this Inquiry itself is our platform,  
22 we have got our learning from this, which there is a lot  
23 of very similarities between the two cases you also  
24 mentioned on that.  
25 The work we are doing now, in terms of the joint

Page 153

1 training which we have just completed, for the first  
2 time across the country we have broken down the silos  
3 which Tony opened up today's proceedings talking about  
4 was your biggest challenge five years ago and, as  
5 a result of the specific lessons from this event, which  
6 are transferable from Duggan and Rodney as well, we have  
7 created the environment where we now understand where  
8 everybody has a role to play in ensuring the safe  
9 deployment of armed assets, and that includes whether or  
10 not, before you even go for a MASTS, you have absolutely  
11 exhausted the opportunities to seek advice around  
12 conspiracy offences, whether or not there is any other  
13 opportunities to make an arrest or an intervention, to  
14 stop having to deploy in the first place, and get that  
15 balance between Article 2 issues and right to life and  
16 sustain public protection at the same time, but to be  
17 able to demonstrate that. We don't just agree this  
18 point and then go with it; we make a decision, we keep  
19 it under review and we understand fully, with the golden  
20 thread of human rights and proportionality and ongoing  
21 risk assessment, that we don't just start here with the  
22 presumption that we are going to end at a certain point.  
23 The whole two-day immersive training that all of our  
24 key individuals involved in this at a senior leadership  
25 role go through that model, now that has come

Page 154

1 specifically from our learning from this and our desire  
2 to be able to be the best possible place to demonstrate  
3 that we can be trusted to protect people and that  
4 includes everybody, the public, the subjects and the  
5 police at the same time.  
6 So I would say the culmination of all the work we  
7 have done is demonstrating that we are desperately  
8 trying, as a force, to get in a position where we can  
9 respond accordingly and not just think we have got no  
10 authority for a MASTS. So that means, whatever happens,  
11 this is what it is going to look like. I think we have  
12 come a long way in the last five years. It may appear  
13 slow and it may appear that we are not quite there, but,  
14 as you rightly said, we are changing lots of years of  
15 culture but we are doing that in the spirit of what this  
16 Inquiry is trying to do, so we can do our best for all  
17 the people who are represented here today.  
18 MR BEER: When we asked the similar question to the College  
19 of Policing and the NPCC, Mr Nicholson's response --  
20 I don't ask for it to be turned up, it is Z1,  
21 page 178 -- said:  
22 "The national guidance and curriculum are reviewed  
23 regularly by strategic and practitioner groups to take  
24 account of operational learning. The review process,  
25 which incorporates extensive environmental scanning, has

Page 155

1 resulted in significant changes for many aspects of  
2 armed policing, many of those being tactical changes.  
3 However, there has been very little change for the  
4 considerations and tactical options related to stopping  
5 and immobilising moving vehicles which contained armed  
6 subjects."  
7 Essentially, he is saying "We have looked but it is  
8 to continue".  
9 MR O'HARE: But I think what we are trying to say is the  
10 tactic might not change but it is the mindset that when,  
11 at what point you decide how you are going to intervene  
12 with it.  
13 There will always be a case for it and a necessity  
14 for it, but you have got to get in the mindset that you  
15 can demonstrate and test it and keep it under review  
16 that it is necessary, not where I believe we might have  
17 been five years ago where you have the authority, "This  
18 is how it is going to look". I think that is what has  
19 changed and that is what is different. The tactics are  
20 the same, it is how we make the decision about when we  
21 intervene and how we blend that covert response with  
22 an overt capability, because it might be that it is  
23 suitable to bring in two fully liveried armoured  
24 Land Rovers to deal with the job, and not the three  
25 plain clothes police vehicles that we've got.

Page 156

1 MR BEER: That was part of the question, "If the necessity  
 2 of the availability of this approach requires to be  
 3 retained, what steps could be taken to minimise the  
 4 risks of it?"  
 5 We asked about whether consideration had been given  
 6 to the use of apparatus to identify to subjects that the  
 7 people conducting the intervention were police officers,  
 8 and in particular the illumination of hidden blue lights  
 9 on covert vehicles or integral loudspeaker systems  
 10 within covert vehicles that could make them more  
 11 obviously police vehicles when they cease to be covert.  
 12 Has any work been done in relation to that?  
 13 MR OHARE: We do have blue lights on covert vehicles which  
 14 are illuminated at the point of intervention.  
 15 THE CHAIRMAN: Sorry, I didn't catch -- your voice dropped.  
 16 MR OHARE: We do have within our covert fleet the concealed  
 17 blue lights, which would be illuminated at the point of  
 18 intervention.  
 19 MR BEER: In armed operations?  
 20 MR OHARE: Yes, we do have that.  
 21 MR BEER: Is that fitted across all --  
 22 MR OHARE: I can only speak on behalf of -- certainly on  
 23 behalf of Greater Manchester and, because we do the  
 24 north-west counter-terror as well, it is on their  
 25 vehicles as well. So we have that capability.

Page 157

1 MR BEER: Is there anything that requires, obviously at  
 2 an appropriate moment, so as not to give away identity  
 3 too soon, officers to illuminate that, ie they don't  
 4 just use caps or revealing a sash?  
 5 MR OHARE: Yes, again, we are putting a lot of faith within  
 6 the SOP which has been developed and what I made sure  
 7 within that SOP, it includes the needed point of  
 8 intervention. The point where you are no longer  
 9 a covert asset, you need to be absolutely clear with the  
 10 people that you are dealing with that you are the police  
 11 and not a potential rival or a threat to them.  
 12 So anything we can do to increase that visibility  
 13 and make it obvious that we are the police, we will try  
 14 our best to do it and not just rely on baseball caps.  
 15 MR BEER: Do you know when the vehicles were fitted with the  
 16 blue lights?  
 17 MR OHARE: We have had blue lights in our vehicles for as  
 18 long as I can remember.  
 19 MR BEER: Even pre-2012?  
 20 MR OHARE: I believe so, yes.  
 21 MR BEER: And audible sirens?  
 22 MR OHARE: Yes, to be able to get through traffic to get to  
 23 the surveillants.  
 24 MR BEER: And same answer, that existed pre-2012 as well?  
 25 MR OHARE: I believe so.

Page 158

1 MR BEER: Thank you very much. They are the only questions  
 2 that I ask.  
 3 Sir, I don't know whether that would be a convenient  
 4 moment?  
 5 THE CHAIRMAN: Yes, we will take a short break, 5 minutes.  
 6 (3.16 pm)  
 7 (A short adjournment)  
 8 (3.25 pm)  
 9 THE CHAIRMAN: Mr Straw, have you got any questions?  
 10 MR STRAW: I think my learned friend is going first, if he  
 11 may.  
 12 THE CHAIRMAN: I don't mind. I am trying to remember the  
 13 order we did things in the May hearing.  
 14 MR WEATHERBY: I indeed, I rather seized the microphone I am  
 15 afraid. We did discuss it before. I will be as brief  
 16 as I can, and of course Mr Beer has covered much of the  
 17 territory, so ...  
 18 Questions from MR WEATHERBY  
 19 MR WEATHERBY: Mr O'Hare, can I start -- you have recently  
 20 referred to the golden thread of human rights  
 21 protection, proportionality, you have referred to  
 22 Article 2. You said that GMP has come a long way, and  
 23 then you said that maybe rather slowly, or words to that  
 24 effect. Then you referred to a word "culture", and  
 25 I want to start there with both of you, and my

Page 159

1 questions -- I am perfectly happy for either of you to  
 2 pitch in, as you may.  
 3 First of all, I should have said I am  
 4 Pete Weatherby, I represent Gail Hadfield-Grainger,  
 5 Mr Grainger's partner.  
 6 One of things she is very keen on getting to the  
 7 bottom of, and it is relevant, moving forward, is why  
 8 Greater Manchester Police only commissioned its  
 9 independent review of armed policing after the public  
 10 Inquiry hearings, some five years or so after the  
 11 shooting?  
 12 Now, you both referred to, in your statements, yours  
 13 Mr O'Hare at paragraph 189, and Mr Creely at  
 14 paragraph 51, that GMP only recognised the full  
 15 consequences after the hearings; how so?  
 16 MR OHARE: I think what the Inquiry presented to us was  
 17 a real forensic review of what went on and, actually,  
 18 brought to light things which hadn't come out of  
 19 previous Inquiries, particularly with regard to threat  
 20 and risk assessment, intelligence gathering, some of the  
 21 issues -- the things that were coming out of Inquiry to  
 22 us were not the headlines around whether or not MASTS is  
 23 an appropriate tactic or not, or whether or not we have  
 24 this training, or whether or not we intervene at that  
 25 point.

Page 160

1 The big lessons for me when I looked at this was it  
 2 was a perfect storm of lots of process and due diligence  
 3 and lack of communication and audit and governance which  
 4 really demonstrated the need to -- this needs all  
 5 pulling them together, because it is not just about  
 6 rewriting the SOP on MASTS; it is about fundamentally  
 7 getting us back in tune with all of the key facets which  
 8 enable the safe investigation/inquiry, land us perfectly  
 9 within the region to make sure that we can maintain that  
 10 regional stance which is incredibly important, certainly  
 11 lots of change over the last five years with regard to  
 12 national policing assets being required for for other  
 13 elements of policing for firearms, and also getting us  
 14 influencing now on that national stage, as opposed to  
 15 waiting for it to be done to us.  
 16 So, yes, I did say a lot of work has been done but  
 17 I also know there is more to be done and I understand  
 18 why she feels it has taken a longer time than it should  
 19 have done.  
 20 MR WEATHERBY: Yes.  
 21 The particular reason for the question, Mr O'Hare,  
 22 is that, by the time when the independent review of  
 23 armed policing was commissioned, GMP had had forthright  
 24 findings from the IPCC.  
 25 MR O'HARE: Yes.

Page 161

1 MR WEATHERBY: It had been criminally prosecuted, without  
 2 a favourable outcome, if I can put it as neutrally as  
 3 possible.  
 4 MR O'HARE: Yes.  
 5 MR WEATHERBY: We had had the start of inquest process,  
 6 which then changed into this process.  
 7 MR O'HARE: Yes.  
 8 MR WEATHERBY: We had had Mr Arundale's reports and  
 9 findings, but also GMP had had Operation Idris, which,  
 10 as I understand it, was supposed to have drilled down  
 11 into all of the issues about the Anthony Grainger death;  
 12 yes?  
 13 MR O'HARE: Yes, that is right.  
 14 MR WEATHERBY: I am not going to go into those, it is not  
 15 necessary and we haven't got time, but, just as  
 16 an example, in the criminal process, part of the  
 17 prosecution case referred to multiple failures of  
 18 command logs, decision making and things like that, but  
 19 no real action for five years on armed policing.  
 20 MR O'HARE: Well, I would challenge a little bit to say,  
 21 actually, we have been doing a lot over the last five  
 22 years, particularly around some of the emotive training  
 23 elements and the CPD sessions we have been doing with  
 24 all our commanders to start really reinforcing the  
 25 responsibility they have in terms of setting the tone

Page 162

1 for these operations.  
 2 MR WEATHERBY: I am going to return to some of these issues  
 3 that Mr Beer has touched on, in terms of command logs  
 4 for example, but, as we stand, as I understand your  
 5 evidence from today, no actual policies in terms of the  
 6 completion of command logs?  
 7 MR O'HARE: There is no policy. There has been specific  
 8 guidance, which has been refreshed over the last 12  
 9 months in particular, and governance now to make sure  
 10 that that is complied with.  
 11 MR WEATHERBY: Yes, and that is work in progress?  
 12 MR O'HARE: The governance is happening. The work in  
 13 progress is the command SOP which we are currently  
 14 writing to include those logs.  
 15 MR WEATHERBY: Yes.  
 16 So you have made an admission that what progress  
 17 there has been has been slow, and you have referred to  
 18 this word "culture".  
 19 Not only has GMP had all of these warning signs, if  
 20 you like, these findings from other bodies, independent  
 21 bodies, and its own internal operation to do with this,  
 22 but it has also put up a fairly robust defence in these  
 23 proceedings, hasn't it?  
 24 MR O'HARE: I am not sure if it has put up a robust defence  
 25 or if it's -- we have tried in everything we do to be as

Page 163

1 open as possible, to learn the lessons, to welcome any  
 2 observations and recommendations and we haven't waited  
 3 till the end. We have started already, as issues have  
 4 been raised, tackling with them in real-time, so that we  
 5 are not simply waiting for the end of this process to  
 6 complete.  
 7 MR WEATHERBY: Well, let me short-circuit this. Let me put  
 8 to you, just so you can comment on it, is it the default  
 9 position, is the culture that you are referring to, is  
 10 the default position that GMP deny first and then look  
 11 for learning second?  
 12 MR O'HARE: No, I don't agree with that all. I think GMP do  
 13 everything possible in real challenging circumstances to  
 14 protect people and we are doing everything possible  
 15 against that challenging environment to be in a position  
 16 to protect whoever we can. I think we are trying to  
 17 demonstrate ourselves as being incredibly open.  
 18 One of the reasons why, for example, we were happy  
 19 to go to the APP over all the SOPs which we already had  
 20 in place was to try and show support to the national  
 21 body because we didn't want this label of thinking we  
 22 were a big force who didn't have to comply with national  
 23 policy -- we're in the same as other regions. We are  
 24 trying everything possible to be open and supportive, as  
 25 opposed to previously, where we might have been accused

Page 164

1 of being too big and insular.  
 2 MR WEATHERBY: Okay, but five years down the line and the  
 3 constant refrain of evidence today is "That is under  
 4 review", "We are waiting for something else", "We  
 5 haven't got a SOP on that", five years down the line.  
 6 MR O'HARE: No, and I have accepted that, and it has gone  
 7 too long, but what I would also like to say is we  
 8 haven't not been doing anything over the last five  
 9 years; we have been focusing on other areas which I  
 10 think -- I know -- has made us a stronger, more viable  
 11 place as a result of this Inquiry.  
 12 MR CREELY: Could I just comment on that as well, is when we  
 13 allude to cultures, we are not just talking about GMP  
 14 cultures but we are on about -- well, we're on about  
 15 cultures within GMP and cultures within disciplines  
 16 within GMP, and then, when you take that regionally, it  
 17 starts coming out further and nationally, and I think  
 18 what we have done, GMP, as a result of the Inquiry --  
 19 and I get what you are saying over four years -- we are  
 20 actually, where we are working in silos, actually, we  
 21 are challenging some of the national direction on this.  
 22 We are actually looking at the national direction in  
 23 a lot of the areas and, clearly, it is not just GMP's  
 24 responsibility to change some of the practices that have  
 25 also been found out as a result of the Inquiry.

Page 165

1 MR WEATHERBY: Yes. As I say, I am going to move on to some  
 2 of those individually in a moment but I have made the  
 3 point, five years on, and, in terms of information  
 4 management and in terms of command logs, in terms of  
 5 MASTS, no settled policies have come out of the work of  
 6 GMP. You concede that only after the Inquiries did  
 7 things become apparent to you.  
 8 MR O'HARE: I think after the Inquiry, it -- we saw the  
 9 perfect storm which enabled us to really see what we had  
 10 to do.  
 11 MR WEATHERBY: Let's see whether that is right, if we may.  
 12 Can we move on to the terms of reference that GMP sent  
 13 for the independent review that Mr Nicholson did, and  
 14 I am referring to Z2 at 731.  
 15 It refers to the facts of what happened in the death  
 16 of Anthony Grainger, the Public Inquiry, Mr Arundale's  
 17 recommendations:  
 18 "The GMP seeks to proactively identify lessons to be  
 19 learned."  
 20 It goes on to say that the response from GMP will  
 21 "need to evidence what has changed since 2012", and what  
 22 GMP has done or intends to do in efforts to mitigate  
 23 risks associated with armed policing operations.  
 24 It starts from that, and it then goes on to say,  
 25 under "Review Objectives", to examine the progress made

Page 166

1 by GMP between 2012 and 2017, yes?  
 2 MR O'HARE: Yes.  
 3 MR WEATHERBY: To demonstrate to the family and partner of  
 4 Anthony Grainger, and to the Public Inquiry, what  
 5 practices have changed, that GMP is sincere and  
 6 committed, and then says "to draw upon lessons learned",  
 7 implying that lessons have been learned, to increase  
 8 public trust.  
 9 Yes?  
 10 MR O'HARE: Yes.  
 11 MR WEATHERBY: Wasn't what was needed here, terms of  
 12 reference to the expert with an admission from  
 13 Greater Manchester Police that it had been rather slow  
 14 in seeking this investigation, and asking Mr Nicholson  
 15 for the most robust possible investigation/review, to  
 16 help GMP to make armed operations as safe as can be and  
 17 to ensure that all associated processes are as robust as  
 18 possible to minimise lethal dangers inherent in firearms  
 19 operations; shouldn't that have been what was said in  
 20 the terms of reference?  
 21 MR O'HARE: I think the terms of reference were provided to  
 22 give Mr Nicholson, you know, the ability to look at  
 23 everything that has been coming up to feed back to us to  
 24 enable us to be better. I think the terms of reference  
 25 seem to be wide enough to include everything -- and

Page 167

1 indeed a lot of the things we have been doing has been  
 2 the result of what Mr Nicholson fed back to us in  
 3 an open way.  
 4 MR WEATHERBY: I mean Mr Nicholson, an independent policing  
 5 expert, you could argue just needed to be asked to do  
 6 the review, but what I am trying to consider with you is  
 7 the standpoint of GMP. GMP here are saying "Let's look  
 8 for some lessons but let's examine the progress we have  
 9 made", yes? Do you get my point?  
 10 MR O'HARE: I do get your point. It is well made. I am  
 11 just looking and thinking that I think -- it is such  
 12 an important issue on the Inquiry, to not give somebody  
 13 some clarity around what we want them to lack at, not to  
 14 protect us but to ensure that we can come to the Inquiry  
 15 knowing that an independent has come in to look the  
 16 things which the Inquiry and Mr Arundale had raised as  
 17 issues. I would imagine that is why the terms of  
 18 reference were presented in the way they were.  
 19 MR WEATHERBY: The second term of reference, page 732:  
 20 "The review needs to be cognisant of the Inquiry  
 21 findings [query what that means] to date and focus upon  
 22 what improvements GMP Firearms Unit has made in terms of  
 23 policy and practice in those five years. Specifically,  
 24 the review should highlight progress across the  
 25 following areas, which have drawn adverse comment from

Page 168

1 CTI [AKA Mr Beer QC] during the oral evidence."  
 2 Why is that in terms of reference to an independent  
 3 expert?  
 4 MR O'HARE: I don't know why that was put in. I didn't do  
 5 the terms of reference. I can make the assumption that  
 6 part of it was to say "But we could also do with you  
 7 doing some form of baseline assessment about where we  
 8 are now to enable us to prioritise where we need to  
 9 focus our attention to go further on.  
 10 MR WEATHERBY: Well, I should have started this by saying  
 11 I am not criticising you but you are the GMP officer --  
 12 MR O'HARE: And I am not abdicating. I genuinely cannot  
 13 give an answer.  
 14 MR WEATHERBY: No, indeed. You didn't draft these terms of  
 15 reference, as I understand it, they were signed off by  
 16 Mr Pilling.  
 17 MR O'HARE: Yes.  
 18 MR WEATHERBY: These are terms of reference which are asking  
 19 the independent expert to highlight the progress that  
 20 GMP had made, not to examine what needs to change to  
 21 make firearms operations less dangerous, to put it  
 22 bluntly.  
 23 MR O'HARE: I read it as blended to highlight what we are  
 24 doing to enable us to focus on what still needs to be  
 25 done. That is how I understood it.

Page 169

1 MR WEATHERBY: I am going to move on but let me just round  
 2 this up. This demonstrates, doesn't it, this five years  
 3 of delay, not recognising the problem still after the  
 4 Inquiry hearings, the way that the terms of reference  
 5 are couched here, this represents GMP's inability to  
 6 look for learning and represents an institutional  
 7 defensiveness, doesn't it?  
 8 MR O'HARE: I go with the former. I think it is us  
 9 desperately trying to get some form of baseline  
 10 assessment of where we are to enable us to go forwards  
 11 on it, which we have tried to demonstrate throughout  
 12 this element of today.  
 13 MR WEATHERBY: In terms of the fact that you have mentioned  
 14 quite repeatedly today that matters are under review,  
 15 and that some standard operating procedures are in  
 16 various stages of progress, 95 per cent down, presumably  
 17 to much less than that?  
 18 MR O'HARE: Yes.  
 19 MR WEATHERBY: Yes?  
 20 Would you agree that the fact that GMP have so much  
 21 work in progress here makes it more important that this  
 22 Inquiry makes recommendations in order to aid that  
 23 process?  
 24 MR O'HARE: I do. We are not going to get to anything other  
 25 than we will act on whatever recommendations the Inquiry

Page 170

1 make, and we welcome them.  
 2 MR WEATHERBY: Yes. Moving on -- and I am going to deal  
 3 with the remaining points I have quite swiftly -- you  
 4 have been asked questions by the Inquiry and by Mr Beer  
 5 this morning about policies in respect of intelligence  
 6 collection, analysis and dissemination with respect to  
 7 firearms operations. Can I widen that a little, because  
 8 obviously a lot of information that goes into either  
 9 risk assessments or threat assessments or generally into  
 10 an investigation which ends up as a firearms operation,  
 11 a lot of that is not information or intelligence which  
 12 is actually directly firearms related?  
 13 MR O'HARE: Yes.  
 14 MR WEATHERBY: Is that right?  
 15 MR O'HARE: Yes.  
 16 MR WEATHERBY: It is general intelligence; so, for example,  
 17 it might be intelligence about where a subject,  
 18 a nominal, frequents?  
 19 MR O'HARE: Yes.  
 20 MR WEATHERBY: Can you help us about policies about general  
 21 information collection, analysis and dissemination  
 22 within GMP?  
 23 MR O'HARE: Do you want to do that?  
 24 MR CREELY: Yes.  
 25 In relation to outside of firearms specific jobs?

Page 171

1 It is as per MOPI, really, and in relation to -- which,  
 2 again, is a strategic direction and flow, really, of how  
 3 we should share intelligence, what we retain. We are  
 4 training all officers up, for example, in GMP now on  
 5 IOPs. When they go on IOPS, they get the new 3x5x2  
 6 scoring process, so that is your very practitioners,  
 7 right at the very front end, who submit it on to the  
 8 intelligence system, then that goes in to where it is  
 9 assessed by your more accredited intelligence -- is that  
 10 the flow that you are after, sorry?  
 11 MR WEATHERBY: Can we take it in stages.  
 12 MR CREELY: Sorry.  
 13 MR WEATHERBY: There are various intelligence and  
 14 information databases.  
 15 MR CREELY: Yes.  
 16 MR WEATHERBY: For example, OPUS, which is becoming IOPS, as  
 17 I understand it?  
 18 MR CREELY: In March, yes.  
 19 MR WEATHERBY: Okay.  
 20 In terms of the flow of information into that  
 21 system, now you have mentioned MOPI, a national code?  
 22 MR CREELY: Yes.  
 23 MR WEATHERBY: And the APP.  
 24 MR CREELY: And the APP, yes.  
 25 MR WEATHERBY: Stroke MOPI, which is the national guidance?

Page 172

1 MR CREELY: Yes.

2 MR WEATHERBY: You have mentioned training, and I will come

3 back it that in a moment. What about local policy?

4 MR CREELY: GMP local policy?

5 MR WEATHERBY: Yes.

6 MR CREELY: The local policies are every probationer who

7 joins the police is trained on how to submit

8 intelligence, one with the 3x5x2, previously 5x5x5, and

9 then, when IOPS is rolled out as well, we also have

10 additional training because obviously we are going on to

11 a new system.

12 I don't know what you mean by local policy in

13 relation to GMP?

14 MR WEATHERBY: Maybe I don't, but help me here. There is

15 a distinction between, for example, a standard operating

16 procedure and training?

17 MR CREELY: Yes.

18 MR WEATHERBY: Yes?

19 MR CREELY: Yes.

20 MR WEATHERBY: Well, in terms of what I am asking you, about

21 for example OPUS or IOPS, you are replying to me about

22 training.

23 MR CREELY: Yes.

24 MR WEATHERBY: What about policy? What about local policy?

25 MR CREELY: A lot of the local policy, we follow the APP and

Page 173

1 then -- as I said before, we interpret it, as everybody

2 else does, in different ways. When you say "local

3 policy", sorry, sir, but I actually don't understand

4 what you are --

5 MR WEATHERBY: You have referred to the code and the

6 guidance, the national guidance.

7 MR CREELY: Yes.

8 MR WEATHERBY: But the APP MOPI, for example, is quite

9 a substantial accumulate, yes?

10 MR CREELY: Yes.

11 MR WEATHERBY: But it doesn't refer to OPUS, does it?

12 MR CREELY: No, it doesn't.

13 MR WEATHERBY: Because OPUS a local database.

14 MR CREELY: It is, yes.

15 MR WEATHERBY: So do you have a policy, a document that sets

16 out what sort of information, how it is presented, how

17 it is inputted into OPUS?

18 MR CREELY: I think to be fair, sir, I think what you are

19 saying is -- we do have different systems and all the

20 force have different systems, but the principles of how

21 we input on there are all the same.

22 The system is still the same. It is a fact that we

23 still all work to the same scoring matrix, we all work

24 to the same retention and disposal, et cetera, of

25 intelligence. The system is irrelevant, in a way, to

Page 174

1 the input of the intelligence.

2 The training is consistent nationally. The

3 intelligence system is -- people are trained up on that

4 specific intelligence system because they need to know

5 how to operate it.

6 MR WEATHERBY: Indeed, but training is something different,

7 isn't it?

8 MR CREELY: Yes.

9 MR WEATHERBY: So let's just put the training on the shelf

10 for the moment, if we may.

11 We have got national guidance but that doesn't

12 relate to the particular databases, because you don't

13 have -- well, you do have some national databases but

14 they are not all on OPUS. I picked OPUS for a reason

15 because that is not a national database, yes?

16 MR CREELY: Yes.

17 MR WEATHERBY: So, am I right, there is no local policy with

18 respect to what goes onto OPUS, or how it goes onto

19 OPUS, or how it is graded, or how it is inputted, or

20 where it goes on OPUS?

21 MR CREELY: Well, everybody -- the initial policy about the

22 front line, everyone inputs it on there. Where it goes

23 for there, there is a policy, because then it goes

24 through the grading system, where you get those who are

25 more accredited at IPP level who then --

Page 175

1 MR WEATHERBY: Where is that policy?

2 MR CREELY: If you are asking me now where that policy

3 actually sits, I couldn't answer that question now but

4 I know what the process is.

5 MR WEATHERBY: Let me put it this way. It is not in the

6 papers we have got, but, if we take the Met as

7 an example: as I understand it, the Met has

8 a substantial local policy document with respect to

9 inputting information and intelligence on to its own

10 databases. What I am asking is, do you have a similar

11 document?

12 MR CREELY: I would suggest there is a document that would

13 sit with the DOI, but what I am satisfied with --

14 because I get where your point is coming from -- is our

15 scrutiny, as a result of this public Inquiry, will be

16 far greater than the Metropolitan Police Force in

17 relation to what comes out at the other end.

18 MR WEATHERBY: Okay. Where I am headed with this is that,

19 as you have given your evidence this morning, you have

20 referred to documents -- say, for example, the F1152

21 goes to a firearms commander.

22 MR CREELY: Yes.

23 MR WEATHERBY: He or she can click on a reference on that

24 and it will bring up the OPUS reference, the OPUS

25 information.

Page 176

1 MR CREELY: Yes.  
 2 MR WEATHERBY: Then the commander should assess that.  
 3 MR CREELY: Whether it is pertinent to that threat, yes.  
 4 MR WEATHERBY: Indeed, yes.  
 5 But, before that process becomes robust, we have to  
 6 be clear, don't we, that that information has been  
 7 collected, analysed, inputted in accordance with  
 8 a policy?  
 9 MR CREELY: Yes.  
 10 MR WEATHERBY: That is what I am asking you about, where it  
 11 is.  
 12 MR CREELY: If there is a specific policy on that, it would  
 13 be in the document -- if it is not in the documents  
 14 here, I would be surprised if there wasn't, but I am not  
 15 the DOI, the director of intelligence, but we all know  
 16 what the process is and we all know that the scrutiny  
 17 goes to -- because we don't just rely on frontline  
 18 officers inputting intelligence, there is a process it  
 19 has to go through that is quite clear.  
 20 MR WEATHERBY: I will move on.  
 21 Can I ask you to look at just one part of the MOPI,  
 22 please, which is at Z2, page 62.  
 23 MR CREELY: I am on that page.  
 24 MR WEATHERBY: Sorry, I shorthanded it quite wrongly. It is  
 25 the APP, it is the guidance on the MOPI.

Page 177

1 MR CREELY: On page 62 though?  
 2 MR WEATHERBY: It actually starts at 46, but I am trying to  
 3 move quickly. So there is only one part of this  
 4 document that I want to ask you about, but this is  
 5 guidance on MOPI nationally, yes?  
 6 MR CREELY: Yes.  
 7 MR WEATHERBY: It is just the same point I have been  
 8 discussing with you under recording, that obviously  
 9 police information is recorded in different formats, in  
 10 different business areas, according to the purpose that  
 11 it is being recorded, yes?  
 12 MR CREELY: Yes.  
 13 MR WEATHERBY: That is where I have headed with policy, but  
 14 I am not going to go back over that.  
 15 The next line speaks about the information  
 16 management strategy. Does GMP have an information  
 17 management strategy?  
 18 MR CREELY: Again, sir, I can't answer that question but,  
 19 again, I would be surprised if we don't and I am sure  
 20 enquiries can be made from here whether we have that.  
 21 MR WEATHERBY: I will move on.  
 22 This morning you were asked questions about the  
 23 first document in bundle Z2, the Chief Constable's  
 24 policy with respect to information and firearms, yes?  
 25 MR CREELY: Yes.

Page 178

1 MR WEATHERBY: You told us that that had been removed from  
 2 the intranet, but I didn't then quite understand your  
 3 evidence and I just want you to help clarify that.  
 4 It has been taken down as a current policy, not  
 5 replaced with an interim policy, but people still follow  
 6 it?  
 7 MR CREELY: People do still follow -- because the document  
 8 was taken down because it wasn't fit for purpose for the  
 9 current day and because of a result of some of the  
 10 findings -- sorry, some of our learning from the  
 11 Public Inquiry.  
 12 What we are assured of, all the intelligence goes  
 13 through the serious crime division pace setter, any  
 14 intelligence. That document is purely for spontaneous  
 15 stand-alone intelligence. That is actioned out under  
 16 the same process at the serious crime pace setter that  
 17 is chaired by the head of crime.  
 18 MR WEATHERBY: I follow that, but what I am not following is  
 19 that you say it is not fit for purpose but there is no  
 20 interim replacement?  
 21 MR CREELY: No, because I have just alluded to there, sir,  
 22 the process is still the same where it is headed by the  
 23 head of crime and, as I alluded to at the beginning,  
 24 there, the unfortunate issue we are in now is we  
 25 scrutinise everything and, until we get the processes

Page 179

1 right, that's when we'll get the proper -- we are never  
 2 going to be in a position where we can create -- where  
 3 there is people involved where we are not going to have  
 4 error. What we are doing is putting a process in place  
 5 so we are not duplicating. At the minute, everybody is  
 6 duplicating.  
 7 We work to that document and we are enhancing that  
 8 document.  
 9 MR WEATHERBY: Do we have a date that we're working for?  
 10 MR CREELY: Yes, as I alluded to Mr Beer earlier on, the  
 11 dates for that document signed off that will be going to  
 12 be washed through that national working group as well  
 13 will be before the summer.  
 14 MR WEATHERBY: Right, so up until that point, why was it  
 15 taken down if people expected still to work to it?  
 16 MR CREELY: Because when we did a review for it, a lot of  
 17 the elements of what was in that document because, as we  
 18 alluded to earlier, there should have been a review of  
 19 that in 2016 that didn't take place.  
 20 When I reviewed it and the public inquiry team  
 21 reviewed it as a result of this public inquiry, we took  
 22 it down so we could enhance it even further.  
 23 MR WEATHERBY: I get it that you want to enhance it, but it  
 24 is either not fit for purpose, so shouldn't be used, or  
 25 it is fit for purpose for the time being until something

Page 180

1 else, better, can be provided, which is it?  
 2 MR CREELY: There are elements of it which are still really  
 3 good and there are other elements that aren't and that's  
 4 why we took it down. We took it down because we were  
 5 satisfied with the current process we have in place,  
 6 that every firearms intelligence goes through pace  
 7 setter every single morning, every day of the week.  
 8 MR WEATHERBY: I will move on, again.  
 9 Can I go to paragraph 20 of Mr O'Hare's statement.  
 10 In terms of threat assessments, there is no written  
 11 policy for the creation, quality assurance or  
 12 presentation of a threat assessment, yes?  
 13 MR CREELY: Yes, that is true.  
 14 MR WEATHERBY: Again, that is work in progress and you refer  
 15 to change work going on.  
 16 MR CREELY: Yes.  
 17 MR WEATHERBY: Can I ask you about quality assurance?  
 18 How do you envisage quality assuring threat  
 19 assessments?  
 20 MR O'HARE: I think the -- one way about doing it is as we  
 21 are developing the work to get some more independent  
 22 peer review, which would include the first point of  
 23 threat assessment et cetera, the first point of the job.  
 24 So we want to do more with that instead of just doing it  
 25 internally.

Page 181

1 The other bit would be in terms of what -- as we  
 2 start to get more of the staff in the policy and  
 3 compliance unit doing more dip sampling of existing  
 4 records.  
 5 MR WEATHERBY: Yes.  
 6 MR O'HARE: To look at the threat assessment and then doing  
 7 something with that dip sample, in terms of further  
 8 learning opportunities, or development et cetera. And  
 9 I think beyond that you're -- there is not much more you  
 10 can do other than keep people trained and refreshed  
 11 under CPD sessions.  
 12 MR WEATHERBY: Again, the same question as I asked a moment  
 13 ago: what is the timescale on the policy for this?  
 14 MR O'HARE: The -- I am just racking them all up because we  
 15 have a number lined up at the moment, in terms of we  
 16 have the SOP to be done for MASTS.  
 17 This is part of the first tranche of the three we  
 18 identified under the gap analysis, so I am seeing in  
 19 this quarter that we should be looking at these three  
 20 SOPs and the command one includes the threat assessment  
 21 element of it, so we certainly would be up and running  
 22 and out for consultation within the next sort of  
 23 quarter, three months.  
 24 MR WEATHERBY: Is it possible to provide the Inquiry with  
 25 the document that goes out for consultation?

Page 182

1 MR O'HARE: Of course it is, yes. We would want that.  
 2 MR WEATHERBY: Now, at 32 in your statement, we move on to  
 3 the F1152 process and the SIO completes that, sends it  
 4 through to the TAC and the TFC; yes?  
 5 MR O'HARE: Well, somebody on behalf of the SIO could  
 6 complete that and send it to the TAC and firearms  
 7 commander.  
 8 MR WEATHERBY: But the SIO is responsible for it.  
 9 MR O'HARE: For the quality of it, yes.  
 10 MR WEATHERBY: That is then presented to the TAC and the  
 11 TFC.  
 12 MR O'HARE: No, it goes to the TFC first, as the first point  
 13 of contact, and then if it looks like it is potentially  
 14 not the firearms job or the TFC thinks they need further  
 15 TAC advice, you would bring the TAC adviser in.  
 16 But, invariably, as an experienced TFC, you'd tend  
 17 to be able to deal with one that is not going to  
 18 firearms by yourself, you tend to be able to respond  
 19 quite quickly with that.  
 20 MR WEATHERBY: Right. So, in any event, the form goes to  
 21 the TFC --  
 22 MR O'HARE: Yes.  
 23 MR WEATHERBY: -- not as an application in itself.  
 24 MR O'HARE: No.  
 25 MR WEATHERBY: But it would only go to a TFC if the SIO

Page 183

1 thought that it was appropriate to consider --  
 2 MR O'HARE: Yes, yes, yes.  
 3 MR WEATHERBY: -- armed support for the investigation; yes?  
 4 MR O'HARE: Yes, or if there's -- if they would like  
 5 an experienced person, who is used to doing threat, to  
 6 look at something on their behalf, to see if they  
 7 thought it fitted the criteria.  
 8 MR WEATHERBY: The TFC is required then to drill down into  
 9 the information on that risk assessment --  
 10 MR O'HARE: Yes.  
 11 MR WEATHERBY: -- in order to see whether the risk  
 12 assessment is robust.  
 13 MR O'HARE: Yes.  
 14 MR WEATHERBY: Then, unless it is robust, it couldn't be  
 15 taken account of in terms of a threat assessment, which  
 16 of course is different, isn't it?  
 17 MR O'HARE: Yes. Yes.  
 18 MR WEATHERBY: Now, again, is this part of the developing  
 19 policy that the TFC has to drill down into this  
 20 information, rather than just accept it?  
 21 MR O'HARE: It is part of immediate -- we re-enhanced this  
 22 as part of response to this Inquiry about the need --  
 23 the 11.52, essentially, isn't just every single part of  
 24 antecedents for a subject. It is the bit which is  
 25 relevant to that point in time for the offence that we

Page 184

1 are looking at.  
 2 What that enables the TFC to do is to look at the  
 3 most relevant intelligence information to make  
 4 an informed decision about whether or not the criteria  
 5 they believe has been met for the deployment of  
 6 a firearms officer. They can always go back and ask for  
 7 more if they think it is needed, or they could look at  
 8 it and decide the threshold hasn't met, and it might be  
 9 it's an unarmed operation or a Taser operation or  
 10 something like that.  
 11 MR WEATHERBY: I get this, and I get the fact you developed  
 12 a form here.  
 13 MR O'HARE: Yes.  
 14 MR WEATHERBY: But how is the TFC to know what to do with  
 15 this form?  
 16 MR O'HARE: The TFC, you know, in terms of the national  
 17 training they get, in terms of the use of the NDM and in  
 18 terms of they're tested and assessed to be competent by  
 19 demonstrating their ability to make threat and risk  
 20 assessments based on intelligence, regular CPD that we  
 21 do, keeping them refreshed --  
 22 MR WEATHERBY: So a matter of training?  
 23 MR O'HARE: It's training and learning by doing and  
 24 governance and --  
 25 MR WEATHERBY: No policy.

Page 185

1 MR O'HARE: At the moment, that is where we are. There is  
 2 no specific policy on it, but however we have been  
 3 putting a lot of our focus on doing the actual hands on  
 4 training with people, to get them absolutely attuned to  
 5 where we need them to be.  
 6 MR WEATHERBY: The point I am trying to make with you is:  
 7 without a policy, you are not training the officer to  
 8 the rules for it, if I can put it in that way; is that  
 9 right?  
 10 MR O'HARE: We are training the officer to make sure they  
 11 complete the process in the spirit that we have designed  
 12 it, to make sure they make the decisions in the most  
 13 informed way to determine the best -- appropriate means  
 14 of action.  
 15 MR WEATHERBY: In terms of completing the form and drilling  
 16 down into it, this would emphasise the necessity,  
 17 wouldn't it, for having robust policies with respect to  
 18 information going on to where the police database is?  
 19 MR O'HARE: Yes, it would, and it would give us something to  
 20 test it against as well, to make sure it is compliant  
 21 with that.  
 22 MR WEATHERBY: It would highlight the need for policies on  
 23 markers on all manner of police databases, and  
 24 maintaining the accuracy and weeding of other police  
 25 databases.

Page 186

1 MR O'HARE: It absolutely would.  
 2 MR WEATHERBY: Now, part of the NPCC review -- which we are  
 3 going to come to tomorrow via Mr Chesterman -- was he  
 4 accepted the need to review gaps between the SIO and the  
 5 firearms commanders' training; was that something that  
 6 surprised you, to hear that?  
 7 MR O'HARE: In regard of there are gaps or they are going to  
 8 do something to bridge that?  
 9 MR WEATHERBY: He asserted there was a need to review gaps  
 10 between that.  
 11 MR O'HARE: Yes, and I think that is why -- that is  
 12 essentially why we are doing what we are doing with our  
 13 simulated exercises because, for the first time, we have  
 14 in SIOs and SFCs and TFCs working in the same syndicate,  
 15 developing intelligence together to understand the role  
 16 they all play in it, and I think if we have identified  
 17 that locally, it has no doubt been recognised nationally  
 18 and there will be something done at a national level,  
 19 but I can reassure the Inquiry that we have also taken  
 20 a lead on it.  
 21 MR WEATHERBY: The point I am putting to you is: the chair  
 22 is looking at the evidence from the Inquiry hearings and  
 23 the provision of information from the investigation and  
 24 the SIO --  
 25 MR O'HARE: Yes.

Page 187

1 MR WEATHERBY: -- into the firearms command part of the  
 2 process, and here you are being told, five years on,  
 3 that there is a need to review gaps between that; was  
 4 that a revelation to you, to hear that from  
 5 Mr Chesterman?  
 6 MR O'HARE: It wasn't a revelation, it just reinforces,  
 7 again, where we started today about we've maybe been  
 8 working in too many silos without an appreciation or  
 9 understanding about the bit in between that connects us  
 10 all. I think that's been the greatest learning from us,  
 11 at this part of this Inquiry.  
 12 MR CREELY: If I could add to that, I think, actually, we  
 13 are on the front foot more than anybody on the fact is  
 14 that the gap between SIOs and firearms command and,  
 15 invariably, any time those disciplines come together is  
 16 in live operations, and we realise it is  
 17 an underinvested area and what we are doing in GMP, and  
 18 I know because I'm involved in a lot of the College of  
 19 Policing work, it is not replicated anywhere in the  
 20 country because we are bringing everyone together. Not  
 21 just from there, right -- as I said, end to end  
 22 policing, right from an NCA perspective, right through  
 23 to the SFC.  
 24 MR WEATHERBY: Again, I will move on. You have been asked  
 25 a lot of questions about the command logs and the use of

Page 188

1 electronic command logs.  
 2 The use of electronic command logs is something that  
 3 would solve a lot of the difficulties that have -- or  
 4 address a lot of the difficulties that have been raised  
 5 in this Inquiry, wouldn't it?  
 6 MR O'HARE: Yes, it would.  
 7 MR WEATHERBY: Would you agree it is imperative for  
 8 electronic command logs to become the norm?  
 9 MR O'HARE: I think if you are going to best possible  
 10 solution, best case with clear audit trails and  
 11 foolproof ways of not tampering with it, a date  
 12 signatred format, which is easily accessible remotely,  
 13 wherever you are, so you have got that IT solution,  
 14 would be the best possible solution.  
 15 MR WEATHERBY: These days, the technology is very much  
 16 there, isn't it? You are rolling out epocket notebooks  
 17 for the whole of the police service in Greater  
 18 Manchester Police.  
 19 MR O'HARE: Yes, there's an opportunity now, with our new IT  
 20 roll out, for us to now look at how we can --  
 21 MR WEATHERBY: Custody records have been on IT for quite  
 22 some time; yes?  
 23 MR O'HARE: Yes.  
 24 MR WEATHERBY: So no big difficulty, is there, with the  
 25 technology side of this?

Page 189

1 MR O'HARE: It can be done. As I said, the difference  
 2 I suppose with the custody and the firearms log is that  
 3 you are always in a police building when you are opening  
 4 and closing a custody record. The challenge with the IT  
 5 was for those occasions when you were not in a police  
 6 building or you were in the middle of something else,  
 7 and we need to look at a portable solution, perhaps,  
 8 which --  
 9 MR WEATHERBY: I don't want to descend into the minutiae of  
 10 this. This is not for me or probably the Inquiry, but  
 11 it is not rocket science these days, is it? Tablets  
 12 that you can literally write on with a pen like object.  
 13 MR O'HARE: We need to explore all the potential options to  
 14 enable that to happen.  
 15 MR WEATHERBY: The problems that Mr Beer discussed with you,  
 16 are problems of commanders, firearms commanders being  
 17 rather conservative about the technology, aren't they?  
 18 MR O'HARE: I suppose it is like any body with technology,  
 19 some have a bent towards it and some cannot cope with  
 20 it.  
 21 I think our challenge is to get consistency in  
 22 approach, but enable people to have the best possible  
 23 solutions to do that and not make it even more difficult  
 24 to them.  
 25 MR WEATHERBY: In terms of the policy side of things in

Page 190

1 terms of the completion of command logs, it is right  
 2 that there is no GMP policy currently on the completion  
 3 of command logs.  
 4 MR O'HARE: There is no, but there is clear guidance on how  
 5 it is done.  
 6 MR WEATHERBY: Clear guidance. You refer in your statement  
 7 to an email informing SFCs and FTMs, informing them:  
 8 "Every effort must be made to complete SFC logs as  
 9 soon as possible."  
 10 Yes?  
 11 MR O'HARE: It has been superseded that now, since then and  
 12 since Mr Nicholson's review and the feedback from the  
 13 commanders is we have given quite clear guidance on how  
 14 to complete the logs and the governance we now wrap  
 15 around that demonstrates that is being completed and  
 16 stored in a far more quick real-time way than --  
 17 MR WEATHERBY: I think at the start of this afternoon's  
 18 session, when Mr Beer asked you about this, the term you  
 19 used was: more likely than not the command and control  
 20 logs would be completed now with governance wrap around.  
 21 MR O'HARE: Yes.  
 22 MR WEATHERBY: "More likely than not."  
 23 MR O'HARE: It's more likely than not, that is the turn of  
 24 phrase I would have used.  
 25 MR WEATHERBY: You know, five years on from the incident

Page 191

1 that we are discussing, more likely than not, there is  
 2 a lot of distance to go, isn't there?  
 3 MR O'HARE: It is going to be relentless. We will  
 4 constantly have to strive to improve and change, and  
 5 I can understand why, from your perspective, it looks  
 6 like there hasn't been that much change, but we have  
 7 been working at this. We are absolutely committed to  
 8 ensuring that everything we have learnt from this  
 9 Inquiry is put in place.  
 10 MR WEATHERBY: I understand that many of these matters are  
 11 more complicated than people like me are putting  
 12 forward. I understand that, but on this it is quite  
 13 clear, isn't it, that in terms of commanders completing  
 14 logs with decisions which involve the deployment of  
 15 potentially lethal force, the policy should clearly  
 16 state that command logs must be completed  
 17 contemporaneously and fully?  
 18 MR O'HARE: Yes.  
 19 MR WEATHERBY: Unless there is some compelling reason.  
 20 MR O'HARE: That the position we are trying to get into.  
 21 MR WEATHERBY: It is not that every effort should be made or  
 22 it should be done as soon as possible.  
 23 MR O'HARE: I grant --  
 24 MR WEATHERBY: The policy should be the other way round,  
 25 shouldn't it?

Page 192

1 MR O'HARE: I agree, your form of words are more  
 2 appropriate.  
 3 MR WEATHERBY: Again, when is that policy going to emanate?  
 4 MR O'HARE: That is the three I told you which were  
 5 priorities were MASTS, special munitions and command,  
 6 and that will include command and briefings and logs.  
 7 So, we are hoping again for that to be done within the  
 8 quarter we are about to go into.  
 9 THE CHAIRMAN: Within when, sorry?  
 10 MR O'HARE: Within the next quarter.  
 11 MR WEATHERBY: I've only three further areas.  
 12 36, back to threat assessment on command decisions.  
 13 I wanted to ask you about that, 36:  
 14 "In GMP, the quality assurance of a threat  
 15 assessment is a continual process through the life span  
 16 of an armed deployment. Quality assurance is ensured by  
 17 robust application of the NDM by the role profiles."  
 18 I am afraid I don't understand that.  
 19 MR O'HARE: What means is the role profiles would be your --  
 20 invariably, on this, your tactical firearms commander  
 21 and your SIO and all being trained and assessed as being  
 22 competent and using the national decision model, which  
 23 creates the situation where you constantly spin the  
 24 model on every single operation to consider the  
 25 information and intelligence at that point in time, what

Page 193

1 has changed, what is relevant, how that affects your  
 2 threat assessment, how it affects your powers and  
 3 policy, how it affects the current action and options  
 4 that you are taking. So every command log must  
 5 demonstrate that.  
 6 MR WEATHERBY: So the policy and the training for the  
 7 decision making commander requires them to rigorously  
 8 apply the NDM, for example.  
 9 MR O'HARE: Yes.  
 10 MR WEATHERBY: But the quality assurance comes from making  
 11 sure that there is consistency and reviewing it?  
 12 MR O'HARE: Yes.  
 13 MR WEATHERBY: So it is not simply by applying the NDM. It  
 14 is by having a policy of review, isn't it?  
 15 MR O'HARE: It is, and that is part of ongoing CPD and part  
 16 of assessments and re-accreditation, and accreditation  
 17 in the first place. You would only get through your  
 18 processes if you demonstrate your ability to do that.  
 19 MR WEATHERBY: Never mind getting past the training process  
 20 or accreditation, or anything like that, but in terms of  
 21 actually quality assurance, a policy and the practice  
 22 must be to rigorously review them?  
 23 MR O'HARE: Yes, I totally agree.  
 24 MR WEATHERBY: That will be in this new policy, will it?  
 25 MR O'HARE: That will be in the command SOP.

Page 194

1 MR WEATHERBY: With respect, 36 should in fact say that.  
 2 MR O'HARE: Yes, that would be more clear.  
 3 MR WEATHERBY: Can I just touch on MASTS next, please?  
 4 Mr Beer has dealt with most of what I was going to  
 5 deal with, with MASTS.  
 6 So, again, the MASTS policy that is being  
 7 promulgated soon, again that is by the summer, is it?  
 8 MR O'HARE: That should be done by March, the MASTS policy.  
 9 That is the one that is 95 per cent complete.  
 10 MR WEATHERBY: Again, that will be passed to the Inquiry as  
 11 soon as it is in a form to do so.  
 12 MR O'HARE: Yes.  
 13 MR WEATHERBY: The thing again, rolling back to what my  
 14 client's particular concerns, this policy will fill the  
 15 space that there currently is, that you have MASTS  
 16 training, but you have no MASTS policy.  
 17 MR O'HARE: Yes, it will fill that and it will be clear  
 18 around what a MASTS is and, more importantly, what  
 19 a MASTS isn't, and at the point of intervention having  
 20 a lot of other capability available.  
 21 MR WEATHERBY: One of the matters that particularly  
 22 concerned Ms Hadfield-Grainger was this issue of,  
 23 obviously, of static cover.  
 24 Again, of course, it is a matter for the chair in  
 25 due course, but it appeared from the evidence that some

Page 195

1 of the AFOs had training in Manchester and then  
 2 different training elsewhere.  
 3 MR O'HARE: Yes.  
 4 MR WEATHERBY: So you have a system where there are perhaps  
 5 legitimate differences of approach; yes?  
 6 MR O'HARE: At that point in time, we have now. But I would  
 7 like to say, at this moment time, with the way we do our  
 8 training now, we have that consistent approach.  
 9 MR WEATHERBY: So there is now a nationally consistent  
 10 approach on MASTS?  
 11 MR O'HARE: That's right.  
 12 MR WEATHERBY: There is only one standard of training for  
 13 MASTS, nationally?  
 14 MR O'HARE: Yes.  
 15 MR WEATHERBY: Yes?  
 16 MR O'HARE: The national curriculum, that is what we train  
 17 to.  
 18 MR WEATHERBY: The policy that we will promulgate will be in  
 19 accordance with that training?  
 20 MR O'HARE: Yes, it will.  
 21 MR WEATHERBY: That training will cover, will it, a range of  
 22 tactics that MASTS is a platform for?  
 23 MR O'HARE: Yes, we will be absolutely clear, this is the  
 24 big thing for us which we have been pushing and pushing,  
 25 which is around MASTS being the starting point and

Page 196

<p>1 absolutely not the finish point, unless it is deemed to 2 be demonstrated to be necessary at that point, but it is 3 not the foregone conclusion. 4 MR WEATHERBY: It will cover matters such as static cover 5 from vehicles? 6 MR O'HARE: Yes, yes. 7 MR WEATHERBY: Will it cover static cover from vehicles in 8 different scenarios? 9 MR O'HARE: Yes, it will, and in terms of lighting 10 conditions, built up areas, et cetera, it will put all 11 the things which have been raised in this Inquiry around 12 that concern. 13 MR WEATHERBY: Stationary stops as well as mobile stops? 14 MR O'HARE: Yes, and that is where you get into perhaps 15 other tactical options to deal with that. 16 MR WEATHERBY: Will it cover issues such as the deployment 17 of officers within the MASTS operation? 18 MR O'HARE: Yes. 19 MR WEATHERBY: Finally, can I move on to the issue of AV? 20 I am not completely clear of the matters that you 21 mention in your statement. 22 First of all, in terms of radio communications -- 23 and you deal with it from 218, paragraph 218. 24 As I understand it, some overt radio communications 25 within GMP are recorded, but not all because there are</p> <p style="text-align: center;">Page 197</p>	<p>1 progress on that. 2 MR O'HARE: Yes, that is the Kavanagh Report. 3 MR WEATHERBY: Picking up from that -- well, moving on, but 4 with the same thread in mind here. The position with 5 body worn video is that overt armed policing operations 6 are now subject to body worn video. 7 MR O'HARE: We have started rolling that out. 8 MR WEATHERBY: You have started rolling that out. When will 9 that be rolled out? When will it be completed? 10 MR O'HARE: I haven't got a date when. All I can say is it 11 has started and we have got everything in place, so it 12 shouldn't take too long to do it and they are getting 13 the chest mounted capability and the helmet capability 14 as well. So it is actually happening as we speak, but 15 I just haven't got the numbers for you. 16 MR WEATHERBY: No doubt you could provide that to the 17 Inquiry. 18 MR O'HARE: We could provide that as soon as possible. 19 MR WEATHERBY: In terms of covert AFO body worn videos, you 20 say, at 245, that in line with national policy, that is 21 not currently in use. 22 MR O'HARE: That's right. Currently, at the national level, 23 the -- there are three forces, West Yorkshire, Greater 24 Manchester and the Metropolitan Police, all currently 25 trialling various pieces of covert kit, just to make</p> <p style="text-align: center;">Page 199</p>
<p>1 so many of them; can you explain to me why, given the 2 dangers involved, the acuteness, if you like, of 3 firearms operations, why it cannot be a policy that all 4 firearms operations, radio communications are recorded? 5 MR O'HARE: Well, the overt radio armed deployments are all 6 done on two channels which are recorded. You have 7 national firearms channels which give us that 8 capability, so all of our overt deployments are done on 9 that. 10 MR WEATHERBY: Can I stop you there, sorry? Just before you 11 go on, sorry to cut across you. 12 So just to clarify that, all overt firearms 13 deployments, the radio communications are now recorded? 14 MR O'HARE: Yes, we deploy on the national TETRA channel, 15 which is recorded. 16 MR WEATHERBY: Right, but as I understand it covert 17 deployment. So, the scenario we are considering here -- 18 MR O'HARE: They are not recorded on the covert channel. 19 That is forming an ongoing piece of national work, which 20 is considering some of the issues around the covert 21 intelligence world, but also in anticipation of the new 22 radio system coming in, the emergency services network, 23 as well, which is on the horizon. 24 MR WEATHERBY: Yes, I think some of the reports on that have 25 been redacted, so it is a little difficult for me to</p> <p style="text-align: center;">Page 198</p>	<p>1 sure it doesn't compromise any surveillance operations. 2 MR WEATHERBY: This is what I wanted to clarify. I'm sorry 3 to cut across you, but I am trying to move things along 4 a little. 5 MR O'HARE: Yes. 6 MR WEATHERBY: We have the statement from Mr Chesterman, who 7 states -- and I will ask him about this tomorrow -- but 8 he states quite clearly that the police service is 9 committed to body worn video in covert armed operations 10 once technical issues are sorted. 11 MR O'HARE: That is true. That is exactly where we are. We 12 want it. 13 MR WEATHERBY: Right. Indeed. 14 So the position, as far as you are concerned, is 15 that Greater Manchester Police want body worn video for 16 covert operations and -- 17 MR O'HARE: Yes. 18 MR WEATHERBY: -- that will happen subject to operational 19 trials and ironing out technical difficulties. 20 MR O'HARE: Yes, and all our current -- new vehicle fleet 21 are all coming with the camera in the front of the 22 vehicle, as well. 23 MR WEATHERBY: Yes. Thank you. 24 THE CHAIRMAN: This is the point at which we would normally 25 stop for the day. I should like to complete the</p> <p style="text-align: center;">Page 200</p>

1 evidence of these witnesses if I can today.  
 2 I am contemplating giving another short break in  
 3 fairness to them and also to the stenographers, but it  
 4 rather depends on whether there are any further  
 5 questions and, if so, how long they are likely to last.  
 6 Mr Straw, do you have any questions?  
 7 MR STRAW: Sir, if I may, but they will be very quick. Less  
 8 than five minutes.  
 9 THE CHAIRMAN: Ms Barton?  
 10 MS BARTON: No questions, thank you, sir.  
 11 MS COLLINS: No questions, thank you, sir.  
 12 MR PALMER: No questions, thank you, sir.  
 13 THE CHAIRMAN: Ms Whyte?  
 14 MS WHYTE: Two minutes.  
 15 THE CHAIRMAN: Would you both rather we just carried on? I  
 16 think it sounds as though that would be the better  
 17 course.  
 18 Yes, Mr Straw.  
 19 Questions from MR STRAW  
 20 MR STRAW: I am Adam Straw. I represent Anthony Grainger's  
 21 mother, stepfather and brother. My questions are  
 22 primarily for Mr O'Hare, but, Mr Creely, do jump in if  
 23 is there is anything you would like to add.  
 24 The first area is about briefings given to AFOs and  
 25 the particular part of it I am interested in it is the

Page 201

1 threat assessment part. So the information AFOs will  
 2 use to judge whether the guy sitting in a car might have  
 3 a gun or not. That sort of thing.  
 4 MR O'HARE: Yes.  
 5 MR STRAW: Is there a template for that briefing?  
 6 MR O'HARE: There is a template for the briefing, which  
 7 ensures you get all the key elements required to go on  
 8 there, but there is a enhanced now by the work that we  
 9 have been doing, particularly on our Hydra Minerva  
 10 exercise and to reinforce the need to say we only now  
 11 brief the firearms officer on the minimum they need to  
 12 know, as opposed to, you know, giving them too much  
 13 information, which may allow them to think the threat is  
 14 greater than what it is. So there is a template, but  
 15 there is also a drive now to minimise what we present to  
 16 AFOs for briefings.  
 17 MR STRAW: Has the template changed at all since the one we  
 18 have seen for Mr Grainger's --  
 19 MR O'HARE: Yes, it has been reduced in terms of the -- the  
 20 template is the same, but the content that goes on there  
 21 has been reduced in terms of not putting everything on  
 22 there if it is not specifically relevant to the  
 23 operation in question.  
 24 MR STRAW: Is the template something that could be given to  
 25 the Inquiry?

Page 202

1 MR O'HARE: Yes. Yes, of course.  
 2 MR STRAW: You mentioned that you try and reduce the amount  
 3 of information that is given to firearms officers; is  
 4 there anything documented training on the contents of  
 5 the briefing?  
 6 MR O'HARE: There is not, but again the SOP we are currently  
 7 working on for command includes briefing on that to  
 8 really reinforce what I have been talking about today,  
 9 to put into a SOP this whole idea of what is relevant  
 10 and the spirit in which we are given that information.  
 11 MR STRAW: Moving on to a different issue, which is the 1152  
 12 form.  
 13 MR O'HARE: Yes.  
 14 MR STRAW: We have seen that GMP documents might be attached  
 15 to it, for example, OPUS or the subject profile,  
 16 I think.  
 17 MR O'HARE: Yes.  
 18 MR STRAW: Can you help us, do you know whether the people  
 19 who are creating those documents -- OPUS, subject  
 20 profile, that sort of thing -- are given any training  
 21 that their work might be used to inform a firearms  
 22 operation?  
 23 MR O'HARE: They are not given any specific training around  
 24 that. They are given specific training around how to do  
 25 richer picture type of assessments of individuals, which

Page 203

1 is about what you put into a subject profile. What  
 2 I would say is when you talk about they are put on  
 3 there, not so much to inform them, but to give the  
 4 commander the opportunity to look to see where the mark  
 5 walkers came from. Not necessarily to inform it, just  
 6 if they needed any further detail, it is -- it is  
 7 a signpost towards where that came from.  
 8 MR STRAW: Could they be given more training to -- I mean,  
 9 the concern is that if these are going to be used to  
 10 inform firearms operations, then it might be said that  
 11 they should be trained to understand that so that they  
 12 will be as accurate as possible.  
 13 MR O'HARE: It's a really valid point. I think it is valid,  
 14 and you can never train people enough and that is  
 15 something we should look at.  
 16 MR CREELY: And it forms part of that wider review where it  
 17 goes right from the firearms spontaneous document to the  
 18 1152 right through to when it is pre-planned. So that  
 19 is something we are doing on a national level. Once  
 20 that is rolled out, we can actually go into the training  
 21 more.  
 22 The reality is with that one though, it is down to  
 23 the TFC to really scrutinise that document at the  
 24 minute. So even if they get wrong it, that is hopefully  
 25 where any errors will come out.

Page 204

<p>1 MR STRAW: The last area is about MASTS strike or decisive 2 action, as it has been called. 3 The commander training, first, and I would like to 4 ask you about documented commander training, so 5 something that if necessary could be given to the 6 Inquiry to look at what officers are told or trained. 7 Are they given any training to say that a MASTS 8 strike is a high risk option? 9 MR O'HARE: Yes, yes. They get training on the -- that is 10 part of the national training curriculum, which all 11 commanders would get as part of their first entry into 12 the world. 13 Within GMP, we have done a -- numerous CPD sessions 14 on MASTS. The most recent one but two give commanders 15 an update on what was coming out of the Inquiry at that 16 point and it included a large point around the 17 responsibility around authorising, or seeking authority 18 on the MASTS, and it is being a high end tactic which 19 would always require additional tactical options beyond 20 the deployment of that asset. 21 MR STRAW: Are they also given some explanation as to why it 22 might be a high risk? For example, if you can only see 23 the head and shoulders of someone, you don't know what 24 they are doing with their hands. 25 MR O'HARE: That forms part of the national curriculum.</p> <p style="text-align: center;">Page 205</p>	<p>1 training, the assessment and number of scenarios are put 2 in, which wouldn't always mean the person there had 3 a gun with them. So they would always talk about the 4 spacial awareness, the intelligence, the product, the 5 making a judgement based on what they see in front of 6 them, but always understanding the complexity of trying 7 to communicate with somebody if, for example, you're 8 shouting, screaming with a mask on or something. So 9 they understand absolutely the spacial awareness issues 10 they have got to consider when deploying on that. 11 MR STRAW: Thank you very much. 12 THE CHAIRMAN: Ms Whyte. 13 MS WHYTE: Thank you. 14 Questions from MS WHYTE 15 MS WHYTE: Chief Superintendent O'Hare first, two very brief 16 matters. You were taken to page 433, which was a page 17 of the regional SOP for weapons and ammunition. Could 18 you just turn to that, paragraph 12 relating to 19 specialist munitions. 20 MR O'HARE: Yes. 21 MS WHYTE: Leaving aside the appropriateness or otherwise of 22 the wording in the first arrowed bullet point. Is it 23 possible, do you know, that the reference to north-west 24 region ACPO leads providing authorisation for specialist 25 munitions there refers to the type of munition we heard</p> <p style="text-align: center;">Page 207</p>
<p>1 That is what they get trained in. The whole challenge 2 around a MASTS tactic is well versed now, in terms of 3 people not just thinking this is quite an easy thing to 4 do because we have got the capability. It is a really 5 challenging thing to do and it should only be done when 6 absolutely necessary and all other tactical options have 7 been deemed not to be the safest ones to do it, and that 8 is where we are getting to today. 9 MR STRAW: Finally then on AFOs, so the training that they 10 are given for the MASTS decisive action, and again 11 I would like to focus on documented training. 12 MR O'HARE: Yes. 13 MR STRAW: Are they given some assistance to help them 14 consider whether a person poses a threat in the 15 particular situation that happened here? So, for 16 example, if someone drops a hand, training to help them 17 consider whether they are going for a firearm or going 18 for the door of the car or reacting to a Hatton round, 19 anything like that? 20 MR O'HARE: I honestly don't know the specific answer to 21 that. What I would assume, and having seen a number of 22 these presentations, is the scenarios when they do the 23 MASTS course, because it is not every single firearms 24 officer does it. If it is a higher level training, only 25 a few numbers are trained to do, and when they do the</p> <p style="text-align: center;">Page 206</p>	<p>1 about in the Inquiry, which for quite a long time has 2 had what has been referred to colloquially as ground 3 parental rights, so there is a central nod to the fact 4 that they are used in fact without CAST ever having 5 approved them. Therefore, technically they are not 6 approved by CAST, but they are authorised, rightly or 7 wrongly, for use in various forces, including previously 8 GMP. 9 MR O'HARE: Yes, and that could include some of the tyre 10 deflation things, and things which have been used over 11 the years which have never been tested by CAST, but have 12 been accepted that they are probably the most 13 appropriate ammunition types to be used. 14 MS WHYTE: Might that explain that wording, do you know? 15 MR O'HARE: Possibly. I was making an assumption when I 16 offered my opinion earlier. 17 MS WHYTE: Sure. 18 Finally, you have been asked a number of questions 19 about the lack of guidance within GMP formally for 20 record keeping, even recently. I think you refer in 21 your statement, at paragraph 327, to interim record 22 keeping guidance which was issued, and that is page 1006 23 for anyone who wants it. 24 I think that is recently, in fact, even since your 25 statement now has been approved; is that correct?</p> <p style="text-align: center;">Page 208</p>

<p>1 MR O'HARE: That's correct, yes.</p> <p>2 THE CHAIRMAN: Is this what was referred to as superseding</p> <p>3 the email?</p> <p>4 MR O'HARE: Yes.</p> <p>5 MS WHYTE: Yes, and it is page 1006, sir.</p> <p>6 THE CHAIRMAN: Right, sorry to interrupt.</p> <p>7 MS WHYTE: No, it is helpful.</p> <p>8 Previously referred to as interim guidance, but</p> <p>9 now --</p> <p>10 MR O'HARE: It's now been approved, yes.</p> <p>11 MS WHYTE: Now, in fact, it has just been signed off and</p> <p>12 will be approved, but will be supplemented by the</p> <p>13 standard operating procedures.</p> <p>14 MR O'HARE: Yes, it will. It's just to get us through that</p> <p>15 period of not having the SOP in place.</p> <p>16 MS WHYTE: Thank you very much.</p> <p>17 Over to your colleague, Mr Creely, and I just want</p> <p>18 to ask you about paragraph 66 of your statement.</p> <p>19 MR CREELY: Sorry, I couldn't hear what you said then.</p> <p>20 Sorry.</p> <p>21 MS WHYTE: Paragraph 66, please, of your statement.</p> <p>22 MR CREELY: Yes.</p> <p>23 Can you just give me a page number for that, please?</p> <p>24 MS WHYTE: Yes, it's page 66, as well as paragraph 66.</p> <p>25 MR CREELY: Yes.</p> <p style="text-align: center;">Page 209</p>	<p>1 MS WHYTE: That didn't have a name at that stage?</p> <p>2 MR CREELY: No, and it wasn't in the same form. It's not as</p> <p>3 advanced as it is now, at that stage.</p> <p>4 MS WHYTE: No.</p> <p>5 Then GMP sought the services of a programmer to</p> <p>6 refine what was happening; is that right?</p> <p>7 MR CREELY: That's correct. At the stage we are at now,</p> <p>8 yes.</p> <p>9 MS WHYTE: That is Inspector Spurgeon, to try and bring it</p> <p>10 all together, and that is, in fact, first being</p> <p>11 previewed or trialled from 5 February of this year, on</p> <p>12 an operation which is not a firearms operation.</p> <p>13 MR CREELY: No, not the firearms operation, as he says, but</p> <p>14 there is still -- the principals of the risk assessments</p> <p>15 will still apply.</p> <p>16 MS WHYTE: Thank you.</p> <p>17 Having made enquiries over the lunch break about</p> <p>18 this, is it your understanding that it will be possible</p> <p>19 to provide the Inquiry with a physical copy of how</p> <p>20 SOCTAB looks and, in fact, works, populated with</p> <p>21 fictitious details, so one can have a better</p> <p>22 appreciation from looking at it at what it does and is</p> <p>23 capable of doing, than merely getting a verbal</p> <p>24 description from you?</p> <p>25 MR CREELY: Yes. Yes, that will be possible. Obviously, it</p> <p style="text-align: center;">Page 211</p>
<p>1 MS WHYTE: That is the electronic command and control</p> <p>2 procedure.</p> <p>3 MR CREELY: Yes.</p> <p>4 MS WHYTE: You were asked a number of questions, including</p> <p>5 how long it might have been up and running as a trial,</p> <p>6 and I just wanted to flesh one or two things out about</p> <p>7 that.</p> <p>8 If I am wrong, can you please correct me, or if you</p> <p>9 don't know whether I am saying is right, please make</p> <p>10 that clear.</p> <p>11 MR CREELY: Yes.</p> <p>12 MS WHYTE: I think before it ever became called SOCTAB, or</p> <p>13 developed into SOCTAB, it was trialled from about</p> <p>14 October of last year with superintendent Mark Dexter; is</p> <p>15 that correct?</p> <p>16 MR CREELY: Yes, he was a TFC when they originally merged</p> <p>17 the SIO objectives with the TFC document.</p> <p>18 MS WHYTE: He worked with SOCG and in fact located himself</p> <p>19 for these purposes at SOCG; is that right?</p> <p>20 MR CREELY: That's correct, yes.</p> <p>21 MS WHYTE: SOCG and TFC ran an Excel spreadsheet document;</p> <p>22 is that right? To deal with this, and also used the</p> <p>23 CLIO system, so there was a merger of different systems</p> <p>24 going on at that point during the trial.</p> <p>25 MR CREELY: Yes, during -- the concept of it, yes.</p> <p style="text-align: center;">Page 210</p>	<p>1 is still in the development and, at the minute, the</p> <p>2 capability for an SFC to actually go on to that</p> <p>3 electronic device is not there yet, but that will be</p> <p>4 built into it as we go forward.</p> <p>5 MS WHYTE: So SFC engagement with this is work in progress,</p> <p>6 but anticipated?</p> <p>7 MR CREELY: It is work progress because it will be that end</p> <p>8 to end, yes, and at the minute, it is not at that stage.</p> <p>9 MS WHYTE: Yes, thank you, sir.</p> <p>10 THE CHAIRMAN: Thank you. Thank you both very much for your</p> <p>11 assistance. That is the end of your evidence.</p> <p>12 10.30 tomorrow, is that a suitable time at which to</p> <p>13 start again?</p> <p>14 MR BEER: Yes, thank you.</p> <p>15 (4.36 pm)</p> <p>16 (The Inquiry adjourned until 10.30 am the following day)</p> <p>17</p> <p>18</p> <p>19</p> <p>20</p> <p>21</p> <p>22</p> <p>23</p> <p>24</p> <p>25</p> <p style="text-align: center;">Page 212</p>

1	INDEX	
2		
3	Introductory remarks by THE CHAIRMAN .....1	
4	CHIEF SUPERINTENDENT MR JOHN O'HARE .....7 (sworn)	
5		
	DETECTIVE CHIEF SUPERINTENDENT .....7	
6	ANTHONY CREELY~(sworn)	
7	Questions from MR BEER .....7	
8	Questions from MR WEATHERBY .....159	
9	Questions from MR STRAW .....201	
10	Questions from MS WHYTE .....207	
11		
12		
13		
14		
15		
16		
17		
18		
19		
20		
21		
22		
23		
24		
25		
	Page 213	

A				
<b>abdicated</b> 169:12	127:22 155:24	61:10 111:17	132:3	<b>aimed</b> 13:2 50:20
<b>ability</b> 116:13	184:15	163:5 186:3	<b>AFCs</b> 66:6	50:22,23,25 51:23
124:25 151:24	<b>accounted</b> 104:16	<b>acuteness</b> 198:2	<b>affect</b> 40:21	52:1,4
167:22 185:19	<b>accreditation</b>	<b>Adam</b> 201:20	<b>affray</b> 57:17,19	<b>aiming</b> 82:2
194:18	194:16,20	<b>add</b> 2:11 21:12	<b>AFO</b> 65:6 199:19	<b>air</b> 30:10
<b>able</b> 104:9 116:10	<b>accredited</b> 142:23	58:1 94:1 121:22	<b>AFOs</b> 8:8 62:7	<b>Airwave</b> 129:21
149:5 150:1	172:9 175:25	149:24 188:12	64:16,17,21,24	<b>AKA</b> 169:1
154:17 155:2	<b>accumulate</b> 174:9	201:23	66:3,7,8 68:23	<b>Alan</b> 42:25 45:13
158:22 183:17,18	<b>accuracy</b> 76:8	<b>added</b> 57:3	123:25 125:11	48:22
<b>absence</b> 79:12,16	117:5 186:24	<b>adding</b> 111:2	129:10 131:16	<b>albeit</b> 35:19 75:18
98:8 112:6,9	<b>accurate</b> 111:20	<b>addition</b> 83:13	150:10 196:1	142:9
128:21	113:22 124:1	86:13 92:5 93:1	201:24 202:1,16	<b>allow</b> 55:17 56:3
<b>absolute</b> 31:18	204:12	147:7	206:9	58:14 65:15
67:20 84:24 87:15	<b>accurately</b> 73:6	<b>additional</b> 81:25	<b>afraid</b> 159:15	144:16 202:13
117:21 128:4	88:10	82:22 86:18 94:11	193:18	<b>allows</b> 55:13,18
145:9	<b>accused</b> 164:25	113:24 121:22	<b>aftermath</b> 39:10	56:9
<b>absolutely</b> 21:19	120:10	150:8,23 173:10	<b>afternoon's</b> 191:17	<b>allude</b> 165:13
28:18 62:10 82:24	<b>achieve</b> 48:16	205:19	<b>agencies</b> 40:22 41:2	<b>alluded</b> 179:21,23
88:25 132:16	120:10	<b>Additionally</b> 95:21	41:17 42:5,14	180:10,18
139:2 151:13,17	<b>achieved</b> 113:9	<b>address</b> 31:12,17	46:5 47:6 50:17	<b>alongside</b> 116:18
151:21 152:7	<b>acknowledge</b> 73:7	33:14 100:5	52:6	<b>alternative</b> 117:3
154:10 158:9	76:8 112:12	133:14 189:4	<b>agency</b> 31:7 39:24	119:1 134:5
186:4 187:1 192:7	113:20 129:13	<b>addressed</b> 6:3	42:16	143:12 149:4
196:23 197:1	131:21	40:25 76:15 121:4	<b>ago</b> 32:20 63:2,3	<b>amalgam</b> 110:14
206:6 207:9	<b>ACPO</b> 142:22	<b>addressees</b> 99:15	79:24 154:4	111:16
<b>abstraction</b> 105:13	143:13,15 144:18	<b>addresses</b> 152:3	156:17 182:13	<b>amassing</b> 1:18
<b>ACC</b> 8:6,13 42:25	145:5 207:24	<b>adequacy</b> 5:21	<b>agree</b> 64:21 72:15	<b>amendment</b> 147:2
43:1,2,10,11	<b>acquired</b> 145:21	<b>adjoined</b> 212:16	72:16 103:13	147:7
45:13,24 48:21	<b>acquisition</b> 136:22	<b>adjournment</b> 68:6	109:25 126:5,11	<b>ammunition</b> 81:15
121:8 122:8,9	137:4,16 138:6	109:20 159:7	137:14 138:23	140:12 141:14,15
<b>accept</b> 76:11,12	139:8	<b>administer</b> 123:14	139:2 151:5	141:20 145:11
81:20,21 82:18	<b>act</b> 170:25	<b>admission</b> 163:16	154:17 164:12	207:17 208:13
113:24 117:5	<b>acted</b> 109:1 110:16	167:12	170:20 189:7	<b>amount</b> 92:15
122:20 129:13	<b>acting</b> 110:2	<b>adopt</b> 77:8	193:1 194:23	203:2
148:11 184:20	<b>action</b> 17:22,24	<b>adopted</b> 10:2 15:9	<b>agreed</b> 18:1,24	<b>amounts</b> 129:23
<b>accepted</b> 165:6	18:21 149:5 152:3	15:12 51:20 81:12	20:1 21:8 99:21	<b>amplify</b> 21:12
187:4 208:12	152:23 153:4,7	<b>advanced</b> 211:3	102:24 126:17	<b>analysed</b> 177:7
<b>access</b> 33:20 38:5	162:19 186:14	<b>adverse</b> 168:25	137:13	<b>analysing</b> 34:20
99:2,3 119:25	194:3 205:2	<b>advice</b> 47:23,24	<b>agreeing</b> 128:5	42:10
125:20 126:1	206:10	154:11 183:15	<b>agreement</b> 18:19	<b>analysis</b> 5:21 11:7
<b>accessible</b> 189:12	<b>actioned</b> 179:15	<b>advised</b> 95:21	22:1 48:23 50:17	12:2,9 13:3,20
<b>accompanied</b> 91:6	<b>active</b> 131:19	<b>adviser</b> 86:18 113:3	<b>agrees</b> 41:24	40:19 50:5 54:19
<b>account</b> 103:11	<b>activity</b> 19:21 20:2	124:18 125:19	<b>ahead</b> 45:6	79:19 81:8,19
113:17 114:4	77:14	183:15	<b>aid</b> 170:22	83:22 84:9 112:18
	<b>actual</b> 8:4 34:23	<b>advisers</b> 116:24	<b>aim</b> 5:20	171:6,21 182:18
	45:17 59:24 60:2			

<p><b>and/or</b> 115:13 130:22</p> <p><b>animal</b> 75:2</p> <p><b>annexed</b> 135:25</p> <p><b>answer</b> 3:20 11:13 11:17,20,22 13:18 49:6 61:3 78:2 80:24 147:11 150:4 158:24 169:13 176:3 178:18 206:20</p> <p><b>answered</b> 150:13</p> <p><b>answers</b> 11:23 47:7 146:1</p> <p><b>antecedents</b> 21:19 184:24</p> <p><b>Anthony</b> 1:6 6:7 7:6 15:7,16 39:5 121:14 148:10 162:11 166:16 167:4 201:20 213:6</p> <p><b>anticipate</b> 50:16</p> <p><b>anticipated</b> 85:22 212:6</p> <p><b>anticipation</b> 60:21 198:21</p> <p><b>anybody</b> 34:22 53:9 86:19 134:3 141:5 188:13</p> <p><b>anybody's</b> 58:14</p> <p><b>apologetic</b> 122:12</p> <p><b>apologise</b> 45:7 65:21</p> <p><b>APP</b> 12:19 13:24 41:10 42:3 51:13 68:25 72:4,13 73:1,5,6 74:9 75:4 75:8,14 76:3,15 77:6 78:5,16,22 79:17 81:21,25 148:4,20 149:1,11 149:14,14,22 164:19 172:23,24 173:25 174:8</p>	<p>177:25</p> <p><b>apparatus</b> 157:6</p> <p><b>apparent</b> 113:9 118:25 166:7</p> <p><b>apparently</b> 11:13</p> <p><b>appear</b> 22:18 75:22 113:14 117:1 151:4 155:12,13</p> <p><b>appeared</b> 108:7 195:25</p> <p><b>appears</b> 73:13 76:22 78:15 79:2 112:9 114:24 120:12 137:2 153:14</p> <p><b>appendices</b> 75:18 135:10</p> <p><b>appendix</b> 135:15</p> <p><b>application</b> 20:7 27:6,7,15,17,22 27:24 28:9,13 34:22 35:13 37:12 183:23 193:17</p> <p><b>applied</b> 115:23</p> <p><b>applies</b> 78:25</p> <p><b>apply</b> 79:17 194:8 211:15</p> <p><b>applying</b> 28:6,11 194:13</p> <p><b>appointed</b> 46:14 69:22 70:6,10 80:9 82:15</p> <p><b>appointment</b> 46:6</p> <p><b>appreciate</b> 147:15</p> <p><b>appreciation</b> 188:8 211:22</p> <p><b>approach</b> 3:9 59:1 73:4 97:22 101:22 102:5 104:8 105:9 123:9 139:5 157:2 190:22 196:5,8,10</p> <p><b>approaches</b> 112:7 112:10</p> <p><b>appropriate</b> 1:9 3:7 18:20 21:22 28:1</p>	<p>31:20 64:4 70:3 72:5 99:9 107:21 115:11 116:5 126:18 144:24 145:4 152:12 158:2 160:23 184:1 186:13 193:2 208:13</p> <p><b>appropriately</b> 79:22 114:22</p> <p><b>appropriateness</b> 207:21</p> <p><b>approval</b> 143:11,13 144:5,13</p> <p><b>approved</b> 16:25 71:7 95:22 142:3 142:22 143:4,21 143:24 145:12,12 208:5,6,25 209:10 209:12</p> <p><b>approximately</b> 81:11</p> <p><b>April</b> 73:12,16,23 92:9 109:6 148:2 152:21</p> <p><b>archiving</b> 130:7</p> <p><b>area</b> 49:22 61:25 69:24 98:8 140:17 188:17 201:24 205:1</p> <p><b>areas</b> 4:22 5:1,4 6:3 12:4 24:4 40:15 43:14 48:4 49:15 77:14 79:13 136:13,17,23 165:9,23 168:25 178:10 193:11 197:10</p> <p><b>argue</b> 168:5</p> <p><b>arisen</b> 78:13 109:24</p> <p><b>arising</b> 97:12 100:9</p> <p><b>armed</b> 8:14 11:8 12:10 13:21,22 21:17 40:20 41:16 43:7 52:23 53:2</p>	<p>54:19 55:10 66:24 68:13,13,24 70:13 70:15 72:4 73:24 124:4 125:22 130:18,20 132:5 132:17 147:22 154:9 156:2,5 157:19 160:9 161:23 162:19 166:23 167:16 184:3 193:16 198:5 199:5 200:9</p> <p><b>armoured</b> 156:23</p> <p><b>armouries</b> 135:9</p> <p><b>arrangement</b> 118:20</p> <p><b>arrangements</b> 112:5</p> <p><b>arrest</b> 154:13</p> <p><b>arrowed</b> 207:22</p> <p><b>Article</b> 154:15 159:22</p> <p><b>articulated</b> 150:14 150:18</p> <p><b>Arundale</b> 69:22 70:2,10 168:16</p> <p><b>Arundale's</b> 70:19 133:10 162:8 166:16</p> <p><b>ARV</b> 79:5</p> <p><b>ascertain</b> 1:5</p> <p><b>ascertaining</b> 134:14</p> <p><b>ASCO</b> 130:17 132:7,15,24 134:2 134:4</p> <p><b>aside</b> 100:15 126:15 207:21</p> <p><b>asked</b> 27:3 37:3,6 37:20 68:20 78:9 152:15 153:5,13 155:18 157:5 168:5 171:4 178:22 182:12 188:24 191:18</p>	<p>208:18 210:4</p> <p><b>asking</b> 109:10 127:11 167:14 169:18 173:20 176:2,10 177:10</p> <p><b>aspect</b> 120:17</p> <p><b>aspects</b> 156:1</p> <p><b>aspiration</b> 79:2</p> <p><b>asserted</b> 187:9</p> <p><b>assess</b> 56:24 88:13 136:16 177:2</p> <p><b>assessed</b> 17:13 172:9 185:18 193:21</p> <p><b>assessment</b> 17:15 18:25 19:7,18 21:22 27:12,16 30:13 34:12 36:10 37:1,12,16 39:21 47:19 55:9 57:3 58:9,25 62:5,12 62:16 63:6 65:15 66:17 68:21,22,23 69:4 90:6 93:19 95:15,18,23 96:7 124:2 136:24 154:21 160:20 169:7 170:10 181:12,23 182:6 182:20 184:9,12 184:15 193:12,15 194:2 202:1 207:1</p> <p><b>assessments</b> 3:25 12:22 68:12 88:8 114:9 123:24 171:9,9 181:10,19 185:20 194:16 203:25 211:14</p> <p><b>asset</b> 158:9 205:20</p> <p><b>assets</b> 154:9 161:12</p> <p><b>assist</b> 11:5 27:4 34:14 121:15</p> <p><b>assistance</b> 206:13 212:11</p> <p><b>assistant</b> 80:3</p>
---	--	--	--	---

<b>assisting</b> 18:10	141:3 144:18	104:24 106:9	<b>battles</b> 65:11	55:1,7,11,23
<b>assists</b> 18:9	207:24	117:22 118:24	<b>becoming</b> 172:16	56:15,19 57:1,11
<b>associated</b> 166:23	<b>authorise</b> 135:1	123:20 124:11	<b>Beer</b> 1:4 2:20,23	57:15,19,25 59:4
167:17	143:15	129:1 135:13	6:18,22,25 7:4,8,9	59:14,16,21 60:2
<b>assume</b> 206:21	<b>authorised</b> 13:22	140:5 141:10	7:19,21,25 8:2,7	60:12 61:3,19
<b>assumption</b> 144:20	70:15 77:7 100:7	143:18 146:9,12	8:11,13,16,21,23	62:5 63:10,13,17
169:5 208:15	137:13 140:9	146:21,21,22	9:3,5,7,12,16,19	64:6,8,23 65:8,20
<b>assurance</b> 36:2	208:6	148:6 150:25	9:22 10:1,7,9,16	65:22 66:5,8
68:12 69:3 181:11	<b>authorising</b> 205:17	152:21 161:7	10:24 11:3,5,10	67:24 68:4,8,20
181:17 193:14,16	<b>authorities</b> 5:7	167:23 168:2	11:25 12:13 13:1	69:9,13,16,18
194:10,21	136:21 141:14	173:3 178:14	13:6,11 14:5,8,11	70:9,12,19,23
<b>assured</b> 68:22	<b>authority</b> 28:9,21	185:6 193:12	14:14 15:3,16,21	71:1,3,16,22 72:1
116:22 179:12	89:1 96:5 99:1	195:13	16:4,6,11,18,21	72:3,11,17,24
<b>assuring</b> 181:18	126:21 132:24	<b>backed</b> 119:12	16:24 17:3,8,10	73:10,20,22 74:1
<b>attached</b> 60:8	134:7 137:8 145:5	<b>background</b> 9:7	17:12,17,22 18:4	74:5 76:11,13,19
203:14	150:21 151:1	45:21 77:19 83:7	18:12,19,23 19:3	76:22 77:2,21
<b>attempt</b> 3:1	155:10 156:17	108:17	19:7,10,13 20:4	78:11,25 79:2,10
<b>attempted</b> 133:13	205:17	<b>bag</b> 103:25	20:10,12,15,21,25	80:11,24 82:4,10
<b>attend</b> 108:13	<b>automatically</b> 62:5	<b>balance</b> 35:3	21:2,5,8,11,24	82:14 83:4,20
<b>attention</b> 117:8	63:11,17,22	154:15	22:10,17,21,25	84:1,3,7,15,22
169:9	<b>AV</b> 197:19	<b>bare</b> 67:20	23:10,14,20 24:9	85:6,11,13,16
<b>attuned</b> 186:4	<b>availability</b> 157:2	<b>Barr</b> 42:25 43:13	24:13,15,19,22	86:1,6,8,25 87:4
<b>audible</b> 158:21	<b>available</b> 5:2 16:13	44:16 45:13	25:1,4,6,8,12,15	87:18,24 88:9
<b>audience</b> 102:20,22	103:22 118:6	<b>Barr's</b> 48:22	25:18,24 26:1,7	89:5,12,16,19
<b>audio</b> 48:25 124:7	132:19 151:3	<b>Bartlett</b> 6:12	26:10,12,16,22	90:9,12,16,21,25
<b>audit</b> 37:14 56:5	195:20	<b>Barton</b> 201:9,10	27:21 28:5,12,22	91:5,11,18,20,25
61:16,18 66:19	<b>awaiting</b> 85:20	<b>baseball</b> 158:14	29:4,11,16,19	92:4,11,13,18,20
161:3 189:10	<b>aware</b> 5:19 12:7	<b>based</b> 41:3 58:10	30:17,21 31:1,6	92:24 93:9,14,23
<b>auditable</b> 24:7 48:9	13:25 27:3,5	63:1 67:13 86:16	31:21 32:3,6,17	94:6,11,14,17,19
67:14	121:7 140:13	93:17,19 95:15	32:24 33:22 34:3	95:5,10,13 96:6
<b>auditing</b> 104:17	141:5 146:22,23	100:25 116:24	34:13 35:5,16	96:14,18 98:5,8
105:8	<b>awareness</b> 207:4,9	126:8 128:9	36:4,7,12,15 37:6	98:18 99:10,15,18
<b>audits</b> 100:10	<b>Azelle</b> 152:21	131:20 140:16	37:24 38:9,15,19	101:9 102:6,15,18
<b>August</b> 43:10,19		147:15,16 185:20	38:21 39:2,4,7,14	103:4,7,16,20,24
44:18 46:25 121:2	<b>B</b>	207:5	40:18,25 42:8,23	104:3,17,21,23
153:2	<b>B</b> 34:19	<b>baseline</b> 169:7	43:4,9,13,22 44:3	105:2,7,12,16,19
<b>August/September</b>	<b>back</b> 22:12 26:1,17	170:9	44:9,15,18,20	106:7,21,24
123:15	27:24 28:23 31:1	<b>basic</b> 122:21 136:7	45:2,6,16,24	107:23 108:3,11
<b>author</b> 33:23	32:24 35:7 38:21	<b>basically</b> 10:19	46:23 47:3,6,9,12	108:19,24 109:1,6
<b>authorisation</b> 22:4	49:23 52:5,10,12	18:6 19:17,23	47:15 48:20 49:1	109:9,12,16,22
22:4 28:13,14	58:21,24 59:21	40:14 56:20,21,23	49:6,11,23 50:2,8	110:11,15,20,22
96:19 127:15	61:5,10,14,17	65:25	50:10,15,19 51:7	111:22 112:3,12
128:2 134:10	64:6 67:8 71:18	<b>basis</b> 11:14 22:2	51:18,20,23 52:1	112:15,20 113:6
136:15,18,22	81:3,5 95:10	75:15 100:8	52:4,14,18 53:1	113:22,24 114:15
138:25 139:1	101:10,12 104:18	136:23	53:20,22 54:16	116:1,7,15,20

117:14 118:19	157:22,23 183:5	103:21	121:22 124:19	<b>building</b> 99:2 190:3
119:11 120:22	184:6	<b>blend</b> 156:21	128:23 159:15	190:6
121:2,4,6,14	<b>belief</b> 7:22 8:24	<b>blended</b> 107:15	202:11 207:15	<b>built</b> 197:10 212:4
122:6,11,20,25	<b>believe</b> 40:25 46:3	169:23	<b>briefed</b> 114:16	<b>bullet</b> 26:22 33:1,2
123:19,24 124:9	53:15 107:19	<b>bless</b> 95:22	126:6 128:2	74:22 146:18
124:14 125:2,7,9	111:15 156:16	<b>blue</b> 157:8,13,17	<b>briefing</b> 55:9,20	207:22
125:13,19,25	158:20,25 185:5	158:16,17	62:7 64:13,24	<b>bundle</b> 7:13 8:16
126:13 127:1,13	<b>believed</b> 76:14	<b>blunt</b> 153:14,14	65:6,15 66:16,18	13:13,16 24:23
127:20,25 128:25	<b>believes</b> 17:23	<b>bluntly</b> 169:22	66:23 67:9 71:6	68:17 70:24 74:16
129:5 130:1,11	53:19	<b>blurred</b> 67:12	71:13,23 84:4,5	82:11,11 99:10
131:16,23 133:2	<b>benchmark</b> 74:9	<b>blurring</b> 140:6	84:10,21 86:10,12	178:23
133:10,13,16	<b>Bennett</b> 6:9	<b>bodies</b> 138:3	87:4,10 88:9 89:6	<b>bureaucracy</b> 99:7
134:8,17,19,23	<b>bent</b> 190:19	153:12,13,18	91:13,16,20 93:1	103:8
135:5,8,13,17,20	<b>bespoke</b> 13:9 35:18	163:20,21	94:20 95:16 97:1	<b>bureaucratic</b> 2:16
135:25 136:3	<b>best</b> 7:21 8:24	<b>body</b> 77:9 81:18	112:6 113:3,7,19	99:24 100:14
137:2,14,25 138:5	11:20 12:21 31:18	85:3 93:24 95:3	115:14 116:18	101:6 103:17
138:11,15,19,21	42:20,22 46:8	129:22 164:21	124:7,13 125:14	120:12
138:23 139:6,17	67:21 99:6 119:17	190:18 199:5,6,19	125:14,16 126:4	<b>business</b> 48:4 49:22
139:20 140:18	131:25 133:7	200:9,15	126:12,22,25	178:10
141:2,9 142:3,8	139:13 155:2,16	<b>bold</b> 30:18 144:14	127:6,7,14 128:5	<b>busy</b> 102:23
142:13,16,20	158:14 186:13	144:15 147:2,9	128:7,8,8,18,19	<b>buy-in</b> 41:23
143:7,10,24	189:9,10,14	<b>bolt</b> 57:2	128:19 129:7,10	<b>buy-on</b> 42:5
144:14 145:1,25	190:22	<b>bones</b> 51:15	129:18,24 130:4,7	
146:1,7,9,20	<b>better</b> 3:6 5:18 41:4	<b>book</b> 96:16,17	131:1,2,6 202:5,6	<b>C</b>
147:1,5,10,12,20	62:8 111:11	101:4,21	203:5,7	<b>CAB</b> 60:18
148:9 149:8 150:4	167:24 181:1	<b>booklet</b> 89:9,11	<b>briefings</b> 48:7,8	<b>cabinet</b> 33:12
150:13,17 151:4,7	201:16 211:21	90:6 94:4 96:13	64:14 81:18 88:8	<b>cache</b> 103:24
151:10,15 152:1	<b>beyond</b> 124:24	97:8 101:5 120:2	96:24 129:20	<b>cadre</b> 18:25 19:5
152:13,18,20	182:9 205:19	127:10	130:11,14,16	27:4,20 36:8 37:1
153:1,11,16	<b>big</b> 105:3 149:3	<b>booklets</b> 103:22	131:16 132:3	47:19 56:22
155:18 157:1,19	161:1 164:22	105:4	193:6 201:24	<b>call</b> 13:24 69:19
157:21 158:1,15	165:1 189:24	<b>borders</b> 79:5	202:16	88:2,19
158:19,21,24	196:24	<b>borne</b> 3:19	<b>bring</b> 22:5 59:1	<b>called</b> 14:2 51:7
159:1,16 163:3	<b>biggest</b> 154:4	<b>bottom</b> 7:15 29:6	86:19 105:22	87:24,25 134:24
169:1 171:4	<b>bit</b> 7:23,25 10:4,5	160:7	156:23 176:24	205:2 210:12
180:10 190:15	23:10 27:22 30:16	<b>box</b> 10:4,10 29:16	183:15 211:9	<b>camera</b> 200:21
191:18 195:4	36:22,23 39:16	<b>boxes</b> 33:23	<b>bringing</b> 36:1	<b>candid</b> 3:24
212:14 213:7	49:3 55:11 64:7	<b>branch</b> 9:10,10	58:22 188:20	<b>canister</b> 146:18
<b>began</b> 22:3 73:20	88:20 100:24	140:7	<b>brings</b> 28:20 58:23	<b>canvassing</b> 4:1
<b>beginning</b> 2:23	101:14 140:6	<b>break</b> 61:20 67:24	<b>broadened</b> 43:22	<b>capabilities</b> 10:20
15:25 28:23,25	146:12 149:2	68:1 159:5 201:2	<b>broken</b> 154:2	140:14
58:24 132:1 152:8	162:20 182:1	211:17	<b>brother</b> 201:21	<b>capability</b> 27:10,13
152:9 179:23	184:24 188:9	<b>breaking</b> 56:15	<b>brought</b> 81:3,5	37:15 55:25 58:15
<b>behalf</b> 26:13,15	<b>bits</b> 137:3	<b>bridge</b> 187:8	83:7,14 117:8	62:1,2,13,20
38:16 86:9 91:12	<b>blank</b> 29:16 92:7	<b>brief</b> 63:18 66:19	127:22 160:18	124:23 126:19

133:23 136:5 137:5 152:11,11 156:22 157:25 195:20 198:8 199:13,13 206:4 212:2 <b>capable</b> 39:15 106:21 211:23 <b>capacity</b> 139:23 <b>caps</b> 158:4,14 <b>capture</b> 118:7 <b>captured</b> 114:10 <b>captures</b> 20:23 <b>capturing</b> 28:18 <b>car</b> 103:25 153:9 202:2 206:18 <b>carried</b> 70:4 109:12 140:16 142:24 201:15 <b>carries</b> 141:17 <b>carry</b> 12:16 125:1,5 136:5 <b>carrying</b> 4:2 153:8 <b>case</b> 12:7 21:2 57:15 60:2 71:12 71:15 72:22 80:11 84:3 97:10 107:11 110:5 112:15 118:6 129:15 133:18 137:19 139:10 145:19 156:13 162:17 189:10 <b>cases</b> 153:23 <b>CAST</b> 138:2 140:8 140:12 142:22 143:12,20,24 144:4,13 145:12 208:4,6,11 <b>catch</b> 157:15 <b>caused</b> 139:21 <b>cease</b> 157:11 <b>cent</b> 81:11 84:19 170:16 195:9 <b>central</b> 19:8 87:15	138:24 208:3 <b>centralisation</b> 105:7 <b>centralised</b> 114:23 <b>centre</b> 104:19,25 <b>certain</b> 41:25 42:5 47:16 48:17 106:12 133:3 145:11 146:17,18 154:22 <b>certainly</b> 81:24 82:1 87:9 109:18 140:22 151:7 157:22 161:10 182:21 <b>cetera</b> 14:23 23:7 36:21 38:5 40:1 41:18,19 48:8,25 53:17 87:12 100:25 111:19 125:1 174:24 181:23 182:8 197:10 <b>CFI</b> 8:9,14 <b>chain</b> 67:19 <b>chair</b> 47:9 187:21 195:24 <b>chaired</b> 179:17 <b>chairman</b> 1:3,4 2:22 6:17,20,23 7:1,7 10:4,11 19:13 29:8,21 31:25 32:1,4 46:20,22 61:24 62:2 66:7 68:1 69:18 71:10 73:22 89:10 94:3,5,8 97:4,9,20,24 98:1 98:4 109:10,13,18 127:13 145:19,25 157:15 159:5,9,12 193:9 200:24 201:9,13,15 207:12 209:2,6 212:10 213:3	<b>challenge</b> 80:2 93:12,14 98:24 116:4 144:6,23 145:15 146:23 154:4 162:20 190:4,21 206:1 <b>challenged</b> 64:4 89:2 143:18 146:10 <b>challenges</b> 120:13 140:11 <b>challenging</b> 164:13 164:15 165:21 206:5 <b>chance</b> 109:17 <b>change</b> 5:23 47:17 61:13 62:22 69:6 77:20 105:22 125:7 140:25 151:24 156:3,10 161:11 165:24 169:20 181:15 192:4,6 <b>changed</b> 23:4 127:25 128:3 140:22 156:19 162:6 166:21 167:5 194:1 202:17 <b>changes</b> 41:2,3,8 156:1,2 <b>changing</b> 155:14 <b>channel</b> 198:14,18 <b>channels</b> 198:6,7 <b>charge</b> 8:13 <b>check</b> 35:3 <b>checks</b> 32:25 <b>Cheshire</b> 10:21 74:4 <b>chest</b> 199:13 <b>Chesterman</b> 6:11 43:7 70:5,20 187:3 188:5 200:6 <b>chief</b> 6:5,6,10 7:5,6 8:5 9:8 14:5,6	16:1,6,25 46:12 53:12 74:23 80:3 80:16 82:6,7 83:12,16,21 85:18 121:8 122:3 123:1 136:11,15,20 137:6 138:20,21 178:23 207:15 213:4,5 <b>Chief's</b> 4:16 <b>child</b> 31:12 <b>choose</b> 102:8,9 <b>Christopher</b> 152:22 <b>Chronicle</b> 100:5 104:8,13 107:13 118:5 120:6 <b>CICU</b> 18:1 <b>circuit</b> 40:17 <b>circumstance</b> 29:25 <b>circumstances</b> 1:6 15:6 69:18 117:11 121:21 145:9 152:20 153:1 164:13 <b>clarified</b> 28:22 <b>clarify</b> 7:24 78:1 96:17 179:3 198:12 200:2 <b>clarity</b> 73:1,2 74:12 95:4 99:20 112:7 117:21 128:4 139:22 140:3,20 140:21 168:13 <b>clear</b> 5:5 11:12,13 11:18 37:23 51:16 54:14 112:6 113:8 121:19 122:25 151:13 158:9 177:6,19 189:10 191:4,6,13 192:13 195:2,17 196:23 197:20 210:10 <b>clearly</b> 60:22 114:20 133:17	150:6 165:23 192:15 200:8 <b>click</b> 56:4 61:4 176:23 <b>client's</b> 195:14 <b>CLIO</b> 210:23 <b>closed</b> 1:17 <b>closely</b> 10:11 82:19 83:9 <b>closer</b> 10:7 <b>closing</b> 190:4 <b>clothes</b> 156:25 <b>clouded</b> 149:16 <b>code</b> 70:15 136:9 136:10,19,25 137:17,25 138:12 138:12,23 139:23 140:3,20 141:3 143:5,11 144:19 145:1 172:21 174:5 <b>cognisant</b> 168:20 <b>collaborates</b> 9:24 <b>collaborating</b> 40:17 <b>collaboration</b> 10:25 42:14 73:11 73:15,17,22,25 74:8,20 79:3,6 142:20 148:1 <b>collaborative</b> 49:18 <b>collaboratively</b> 42:21 <b>collating</b> 42:10 <b>collation</b> 40:19 50:4 54:19 <b>colleague</b> 209:17 <b>colleagues</b> 39:8 <b>collected</b> 177:7 <b>collection</b> 11:7 12:2 12:8 13:2,8,19 18:2,5 26:5,8 59:9 171:6,21 <b>Collectively</b> 42:9 <b>collects</b> 18:6
---	---	--	---	---

<p><b>College</b> 4:15 6:10 70:7 155:18 188:18</p> <p><b>COLLINS</b> 201:11</p> <p><b>colloquially</b> 208:2</p> <p><b>column</b> 92:20 93:10</p> <p><b>columns</b> 94:15</p> <p><b>come</b> 6:18 15:4 22:11 38:21 40:5 42:21 56:3,6 57:14 59:10 64:6 71:16 78:8 80:20 81:19 91:1,3 96:2 101:9,10 106:9 123:6 128:10 146:22 154:25 155:12 159:22 160:18 166:5 168:14,15 173:2 187:3 188:15 204:25</p> <p><b>comes</b> 15:14 18:7 90:10,18,19 97:15 134:3 176:17 194:10</p> <p><b>coming</b> 33:9 34:22 35:12 36:24 42:21 45:4 48:19 58:6 65:22 87:20 102:4 106:15 108:18 122:12 123:7 160:21 165:17 167:23 176:14 198:22 200:21 205:15</p> <p><b>command</b> 45:15 50:3 54:18 81:15 81:18 84:10,20 96:3 108:13 113:19 114:11,20 116:23 118:17,22 124:13 147:21 162:18 163:3,6,13 166:4 182:20</p>	<p>188:1,14,25 189:1 189:2,8 191:1,3 191:19 192:16 193:5,6,12 194:4 194:25 203:7 210:1</p> <p><b>commander</b> 9:12 9:14 14:22 21:14 28:7 35:14 58:8 86:23 88:12 89:11 89:16 91:9 96:18 112:25 124:17,18 134:1 176:21 177:2 183:7 193:20 194:7 204:4 205:3,4</p> <p><b>commanders</b> 12:25 22:3 34:25 36:1 54:24 71:14,23 84:5 95:24 96:1 99:16 112:5,22 113:12,14 114:6 116:24 117:16 118:21 119:1,15 119:16 123:5 162:24 190:16,16 191:13 192:13 205:11,14</p> <p><b>commanders'</b> 187:5</p> <p><b>commence</b> 93:6</p> <p><b>commensurate</b> 63:7</p> <p><b>comment</b> 72:20 101:10,12 115:16 164:8 165:12 168:25</p> <p><b>comments</b> 56:14 57:7,8 72:24 75:17</p> <p><b>commission</b> 4:17 70:13</p> <p><b>commissioned</b> 121:9 160:8 161:23</p>	<p><b>committed</b> 167:6 192:7 200:9</p> <p><b>common</b> 2:18 115:7 118:25 119:18 123:9 128:15</p> <p><b>communicate</b> 207:7</p> <p><b>communicated</b> 17:19 74:14 86:25 90:21 116:23</p> <p><b>communication</b> 161:3</p> <p><b>communications</b> 197:22,24 198:4 198:13</p> <p><b>compatibility</b> 83:8</p> <p><b>compatible</b> 105:24</p> <p><b>compelling</b> 192:19</p> <p><b>competence</b> 124:25</p> <p><b>competent</b> 8:9 125:5 185:18 193:22</p> <p><b>Complaints</b> 4:17</p> <p><b>complement</b> 78:10</p> <p><b>complete</b> 5:6 38:17 70:24 81:11,17 84:19 98:23 99:22 100:3 101:15 104:3 107:5 109:15 110:17 119:21 121:17 164:6 183:6 186:11 191:8,14 195:9 200:25</p> <p><b>completed</b> 9:16 19:3 25:12 28:25 38:12 74:23 86:9 88:10 91:5,12 107:10,12,18 110:8 118:18 126:4,18 151:12 151:13 154:1 191:15,20 192:16 199:9</p>	<p><b>completely</b> 197:20</p> <p><b>completers</b> 31:22</p> <p><b>completes</b> 121:25 183:3</p> <p><b>completing</b> 26:2 29:1 63:14 99:20 110:3 186:15 192:13</p> <p><b>completion</b> 19:7 35:17 86:13 113:11 114:25 121:24 163:6 191:1,2</p> <p><b>complex</b> 148:21</p> <p><b>complexity</b> 207:6</p> <p><b>compliance</b> 3:12 70:14 73:6 74:10 75:20,21 76:1,5,5 76:24,24 77:11,13 77:25 78:16 79:22 80:4,10,10,12,15 80:21 81:7 82:17 83:17 85:7,8 100:4 182:3</p> <p><b>compliant</b> 123:8 124:21 186:20</p> <p><b>complicated</b> 192:11</p> <p><b>complied</b> 146:15 163:10</p> <p><b>comply</b> 106:14 118:21 164:22</p> <p><b>compromise</b> 200:1</p> <p><b>compromised</b> 20:19</p> <p><b>computer</b> 30:4 56:2 56:16 60:24 111:8</p> <p><b>computerised</b> 54:22</p> <p><b>concealed</b> 33:12 157:16</p> <p><b>concede</b> 166:6</p> <p><b>concept</b> 48:15 49:14 51:6 53:15 59:19,24 61:1 63:4 77:17 210:25</p>	<p><b>concern</b> 43:14 197:12 204:9</p> <p><b>concerned</b> 3:15 24:20 116:19 195:22 200:14</p> <p><b>concerning</b> 1:22 5:8 11:6 15:7 33:25 50:4 71:13 75:1 134:9 136:4 138:6</p> <p><b>concerns</b> 102:1,22 106:4 117:22 123:13 141:8 195:14</p> <p><b>conclusion</b> 2:1 197:3</p> <p><b>conditions</b> 18:9 197:10</p> <p><b>conduct</b> 70:7 80:22 81:7</p> <p><b>conducted</b> 1:10 70:3,23 78:6</p> <p><b>conducting</b> 157:7</p> <p><b>conferring</b> 11:21</p> <p><b>CONFI</b> 45:13 48:22</p> <p><b>confidential</b> 17:13 43:4 46:2</p> <p><b>confidential/sens...</b> 43:6</p> <p><b>confused</b> 73:13</p> <p><b>confusion</b> 76:23</p> <p><b>connection</b> 152:1</p> <p><b>connects</b> 188:9</p> <p><b>consensus</b> 139:12</p> <p><b>consequence</b> 41:12</p> <p><b>consequences</b> 160:15</p> <p><b>conservative</b> 190:17</p> <p><b>consider</b> 12:18 31:13,14 32:20 93:18 168:6 184:1 193:24 206:14,17 207:10</p>
---	--	---	--	--

<b>consideration</b> 5:1,5 22:3 57:20,22 115:12 131:3 157:5	90:12 94:15	51:11	203:1 206:23	14:13,15,20 15:8 15:19 16:3,5,9,17 16:20,23 17:2,7,9 17:11,16,21 18:3 18:6,22 19:2,6,9 19:12,17 20:9,11 20:14,18,24 21:1 21:4,7,10,25 22:13,16,19,23 23:2,13,16,22 24:25 25:2,3,5,7 25:11,14,17,18,23 25:25 26:5,9,11 26:14,21 27:8 29:3,10,15,18 31:5 36:6,8,13,17 37:8,25 38:24 39:1,3,13,18 40:24 41:9 42:14 43:2,8,12,21,23 44:7,14,17,19,21 45:3,7,23 46:10 46:16 47:1,5,8,11 47:14,16 48:21 49:5,10,13 50:1,7 50:9,13,16,22 51:9,19,22,25 52:3,5,16,25 53:4 53:21,24 54:25 55:3,13,24 56:18 56:20 57:5,13,18 57:23 59:5,8,15 59:17,24 60:3,9 60:15 61:12,21,25 62:4 64:7,9 65:3,5 65:21,25 72:8 82:12 147:14 160:13 165:12 171:24 172:12,15 172:18,22,24 173:1,4,6,17,19 173:23,25 174:7 174:10,12,14,18 175:8,16,21 176:2 176:12,22 177:1,3
<b>considerations</b> 3:9 156:4	<b>contained</b> 141:15 156:5	<b>convert</b> 198:18	<b>courses</b> 12:21	
<b>considered</b> 22:9 30:12 52:23 99:24 100:13 113:8 125:22 134:6 145:21	<b>contemplating</b> 201:2	<b>cope</b> 190:19	<b>court</b> 6:24 19:19 32:5 111:13	
<b>considering</b> 198:17 198:20	<b>contemporaneou...</b> 110:4,17 113:11 114:1 117:2,17 192:17	<b>copied</b> 107:13 115:4	<b>Cousen</b> 38:16 52:2 60:4 127:14	
<b>consistency</b> 59:1 79:4 98:14,17 102:4 105:8 109:3 139:5 190:21 194:11	<b>content</b> 27:5 46:17 95:16,22 124:2 126:13 202:20	<b>copy</b> 26:25 35:2 101:19 107:11 126:9 127:4 211:19	<b>cover</b> 15:18 38:2 152:5 195:23 196:21 197:4,4,7 197:7,16	
<b>consistent</b> 73:4 101:22 102:2 104:7 111:21 175:2 196:8,9	<b>contents</b> 7:21 8:23 8:25 9:2 17:3 130:11 203:4	<b>copying</b> 115:22	<b>covered</b> 15:20 115:24 159:16	
<b>conspiracy</b> 154:12	<b>contingencies</b> 131:3	<b>core</b> 5:15,19 6:14 6:15	<b>covers</b> 52:14,16	
<b>constable</b> 6:11 53:12 80:3 121:8	<b>continual</b> 193:15	<b>corner</b> 7:15	<b>covert</b> 17:18 18:2,4 59:9 60:5 130:18 156:21 157:9,10 157:11,13,16 158:9 198:16,20 199:19,25 200:9 200:16	
<b>constable's</b> 14:5,6 16:1,6 178:23	<b>continually</b> 132:23	<b>correct</b> 9:2,21 11:1 11:9 13:7 14:4,7 14:13 18:22 20:14 21:7,10 24:12,18 25:23 29:3,18 39:13 43:8,12 44:7 47:1,5,11 49:13 50:7 51:22 54:25 56:20 57:23 61:12,15 70:22 78:19,25 79:8 99:8 208:25 209:1 210:8,15,20 211:7	<b>CPD</b> 87:11 132:2 150:23 162:23 182:11 185:20 194:15 205:13	
<b>Constabulary</b> 4:18	<b>continuation</b> 133:17	<b>couched</b> 170:5	<b>create</b> 20:19 104:6 125:15 180:2	
<b>constant</b> 63:6 64:2 89:15 116:18 118:8 165:3	<b>continue</b> 88:5 95:1 100:1 107:25 109:4 156:8	<b>Council</b> 4:16	<b>created</b> 68:21 82:6 82:22 110:7 124:10 154:7	
<b>constantly</b> 58:14 128:17 192:4 193:23	<b>continued</b> 119:16 151:8	<b>counter</b> 139:16	<b>creates</b> 113:17 137:17 193:23	
<b>constructed</b> 124:15 124:16	<b>continues</b> 33:22 73:10 74:5	<b>counter-terror</b> 157:24	<b>creating</b> 119:13 125:10 126:1 203:19	
<b>constructive</b> 3:2 5:21	<b>continuing</b> 23:15 95:23 100:10	<b>country</b> 11:2 70:6 103:14 139:5,12 154:2 188:20	<b>creation</b> 19:11 24:19 30:1 68:11 69:3 76:7,25 77:10 181:11	
<b>consultation</b> 81:12 84:19 136:20 137:7 182:22,25	<b>continuity</b> 89:20	<b>couple</b> 9:3 20:4 59:18 64:23 97:21 98:5 137:2 143:2 146:20	<b>CREELEY</b> 87:25	
<b>contact</b> 35:15 183:13	<b>contrary</b> 103:7	<b>course</b> 6:16 16:14 40:3 63:18 77:10 93:5 94:9 102:23 105:12 132:13,14 134:1 159:16 183:1 184:16 195:24,25 201:17	<b>Creely</b> 6:7,18 7:6,9 7:9 8:17,19,20,22 8:25 9:4,6,19,21 9:23 10:17,18 11:1,4,9,15,24 13:6,7,12 14:7,10	
<b>contacted</b> 70:5	<b>contribution</b> 149:9			
<b>contain</b> 29:20	<b>control</b> 6:16 54:18 58:3 81:18 84:10 84:20 95:14 113:13 138:25 147:22 191:19 210:1			
	<b>convenient</b> 159:3			
	<b>conversation</b> 45:9			

177:9,12,23 178:1 178:6,12,18,25 179:7,21 180:10 180:16 181:2,13 181:16 188:12 201:22 204:16 209:17,19,22,25 210:3,11,16,20,25 211:2,7,13,25 212:7 213:6 <b>crime</b> 9:24 10:19 11:4 15:1 17:20 23:24 39:24,25 42:16,16 44:23 54:23 55:9 57:2 59:11 65:14 88:1 96:23 179:13,16 179:17,23 <b>criminal</b> 34:1 61:7 162:16 <b>criminality</b> 139:15 <b>criminally</b> 162:1 <b>criteria</b> 66:23 88:13 146:13 184:7 185:4 <b>critical</b> 92:3 107:9 124:3 <b>criticising</b> 169:11 <b>criticism</b> 5:24 6:2 106:18 <b>criticisms</b> 3:15 <b>cross</b> 71:19 <b>cross-border</b> 75:1 <b>crossed</b> 85:15 <b>crossover</b> 45:16,17 <b>crystallise</b> 21:18 28:1 <b>crystallised</b> 21:23 148:16 <b>crystallises</b> 148:25 <b>CTI</b> 169:1 <b>Culcheth</b> 132:2 <b>culmination</b> 155:6 <b>culturally</b> 120:14 <b>culture</b> 155:15	159:24 163:18 164:9 <b>cultures</b> 165:13,14 165:15,15 <b>Cumbria</b> 10:21 74:3 <b>cumulative</b> 39:9 <b>current</b> 3:4,16,22 4:2,7,10 5:22 27:10,12,13,14 37:15,16,21 55:24 55:24 56:10,11 61:15 79:16 92:4 92:11 115:23 118:20 139:23 140:24 144:23 145:15 147:24 179:4,9 181:5 194:3 200:20 <b>currently</b> 16:12 22:25 35:9 69:2,5 80:6,7 81:6 85:7 85:20 86:12 105:21 124:12 128:16 133:21 142:9 144:22 145:11 163:13 191:2 195:15 199:21,22,24 203:6 <b>curriculum</b> 12:19 12:20 70:16 87:7 150:15 155:22 196:16 205:10,25 <b>custody</b> 189:21 190:2,4 <b>cut</b> 34:9 115:20 116:13 198:11 200:3 <b>cutting</b> 34:19 115:18 <hr/> <b>D</b> <hr/> <b>D</b> 135:15 <b>danger</b> 115:9	<b>dangerous</b> 169:21 <b>dangers</b> 167:18 198:2 <b>data</b> 67:23 <b>database</b> 174:13 175:15 186:18 <b>databases</b> 34:18 172:14 175:12,13 176:10 186:23,25 <b>date</b> 21:14 22:14 28:19 34:13 35:4 49:7 57:16 62:15 62:21 71:6 80:11 117:16 121:23 124:14 128:9 129:8,24 141:25 142:1 147:25 168:21 180:9 189:11 199:10 <b>dated</b> 14:8 16:15 22:13 43:10 44:18 56:13 57:10 69:16 71:9 135:9 141:16 141:23,24 147:3 <b>dates</b> 14:16 180:11 <b>Davies</b> 46:13 120:25 121:6 <b>day</b> 52:22,22 87:21 179:9 181:7 200:25 212:16 <b>day-to-day</b> 44:6 <b>daybook</b> 101:19 102:7 111:11 114:19 119:2 <b>days</b> 1:16 5:17 67:8 97:21 106:17 111:5 128:17 189:15 190:11 <b>DCI</b> 46:13 52:2 120:24 121:6 122:12 127:14 <b>DCS</b> 46:16 <b>DDI</b> 17:5,23,25 18:10 <b>deal</b> 14:17 23:3	38:21 133:23 156:24 171:2 183:17 195:5 197:15,23 210:22 <b>dealing</b> 30:13 101:3 109:23 158:10 <b>dealt</b> 114:22 145:10 195:4 <b>death</b> 1:6 39:5 92:8 147:25 152:22 153:1 162:11 166:15 <b>deaths</b> 152:20 153:3 <b>debate</b> 119:16 123:15 <b>debrief</b> 132:16 <b>December</b> 14:8,9 16:7,15,19,24 22:14,15 59:22 74:18 83:19 87:2 149:9 <b>decide</b> 38:4 57:8,11 66:12 79:20 86:22 125:22 144:7 156:11 185:8 <b>decided</b> 40:11 41:14,22 149:18 <b>decides</b> 86:16 <b>deciding</b> 96:18 <b>decision</b> 12:23 21:16 22:6 28:2 28:21 31:19 57:21 63:5 74:7,12,13 78:15 89:1,15 101:11 102:12 103:9 104:3 106:24 114:8 115:14 118:7 120:5 121:20,23 124:21 127:20 147:8 149:10,12 150:2 154:18 156:20 162:18 185:4 193:22	194:7 <b>decisions</b> 67:21 93:17 114:4 117:1 117:16 118:1 119:1 121:18 186:12 192:14 193:12 <b>decisive</b> 152:3,23 153:4,7 205:1 206:10 <b>decrease</b> 33:4 <b>deem</b> 3:7 <b>deemed</b> 64:4 197:1 206:7 <b>default</b> 164:8,10 <b>defect</b> 4:1 <b>defence</b> 163:22,24 <b>defensiveness</b> 170:7 <b>deficiencies</b> 3:16 <b>define</b> 130:22 <b>definite</b> 49:6 <b>deflation</b> 208:10 <b>delay</b> 121:23 170:3 <b>deliver</b> 150:10 <b>delivered</b> 2:2 35:16 79:23 124:4 <b>delivery</b> 79:5,24 81:1 <b>demonstrate</b> 58:4 87:12 101:25 111:20 128:8 133:22 150:21 154:17 155:2 156:15 164:17 167:3 170:11 194:5,18 <b>demonstrated</b> 132:21 161:4 197:2 <b>demonstrates</b> 33:18 66:19 124:21 151:22 170:2 191:15 <b>demonstrating</b>
--	---	---	---	--

102:19 115:21 151:2 155:7 185:19 <b>deny</b> 164:10 <b>department</b> 26:4 26:24 <b>dependent</b> 18:20 <b>depending</b> 28:17 62:22,23,24 93:4 93:8 111:7 <b>depends</b> 201:4 <b>deploy</b> 151:3 154:14 198:14 <b>deployed</b> 117:3 139:13 <b>deploying</b> 207:10 <b>deployment</b> 13:21 21:17 28:14 38:11 53:2 60:13,17 66:24 68:24 86:15 89:2 97:10,15,20 130:22 131:4,12 151:23 154:9 185:5 192:14 193:16 197:16 198:17 205:20 <b>deployments</b> 12:10 40:21 41:16 54:19 55:10 68:13,14 97:12 124:4 198:5 198:8,13 <b>deputy</b> 6:10 80:16 85:18 121:8 <b>derogate</b> 144:8 <b>descend</b> 190:9 <b>describe</b> 72:6,12 73:4 79:17 130:22 <b>described</b> 21:2 80:25 87:5 102:6 <b>describing</b> 127:22 <b>description</b> 211:24 <b>designed</b> 3:21 21:20 22:5 32:18 34:21 59:1,19 63:4 104:5 111:1	186:11 <b>desire</b> 139:6 155:1 <b>desperately</b> 155:7 170:9 <b>Despite</b> 79:10 <b>destructions</b> 75:3 <b>detail</b> 9:1 56:7 62:18 64:25 72:6 72:12 79:17 126:24 131:2 204:6 <b>detailed</b> 4:21 75:13 115:15 130:6 138:1 <b>details</b> 29:12,16,22 29:25 31:3 32:14 149:23 211:21 <b>detected</b> 139:6 <b>detective</b> 6:6 7:6 16:25 17:6,19 46:12 213:5 <b>determine</b> 4:23 11:19 27:25 31:13 96:10 136:13 186:13 <b>develop</b> 14:22 24:4 36:16 40:15 59:9 59:11 67:24 79:20 83:10 84:1 120:15 <b>developed</b> 14:15 15:10 16:12 36:14 55:14,15 59:5,6 60:6 117:25 126:23,23 128:13 158:6 185:11 210:13 <b>developing</b> 39:19 39:21,23 49:15 50:3 54:21 59:22 60:7 181:21 184:18 187:15 <b>development</b> 50:8 59:18,25 60:5 75:23 100:11 126:15 130:6	182:8 212:1 <b>develops</b> 60:16 95:14 <b>device</b> 59:25 212:3 <b>Dexter</b> 210:14 <b>dialogue</b> 46:12 63:13 <b>Dictaphone</b> 106:3 118:5 <b>Dictaphones</b> 129:22 <b>difference</b> 76:22 103:14 150:18 190:1 <b>differences</b> 196:5 <b>different</b> 44:5 48:22 49:1,1 53:12 58:6,13,22 73:17 77:17 89:7 92:2 100:20 141:1 156:19 174:2,19 174:20 175:6 178:9,10 184:16 196:2 197:8 203:11 210:23 <b>differentiate</b> 150:6 <b>Differentiation</b> 150:14 <b>differently</b> 75:24 75:25 <b>difficult</b> 73:6 75:7 99:3,24 100:13,17 100:18,21 101:9 103:16 105:10 130:25 190:23 198:25 <b>difficulties</b> 109:24 189:3,4 200:19 <b>difficulty</b> 32:1 111:17 146:3 189:24 <b>diligence</b> 161:2 <b>dip</b> 100:8 132:20 182:3,7 <b>direct</b> 11:18 102:3	128:1 <b>directed</b> 11:16 <b>direction</b> 32:23 107:17 165:21,22 172:2 <b>directive</b> 122:25 <b>directly</b> 171:12 <b>director</b> 177:15 <b>directs</b> 122:16 <b>discipline</b> 114:2 <b>disciplined</b> 104:6 <b>disciplines</b> 165:15 188:15 <b>disclose</b> 53:16 <b>disclosed</b> 18:20 20:17 <b>disclosure</b> 4:6 <b>discover</b> 110:11 <b>discretion</b> 137:18 138:8 139:8 <b>discuss</b> 48:1 159:15 <b>discussed</b> 43:24 112:16 148:19 149:24 190:15 <b>discussing</b> 178:8 192:1 <b>discussion</b> 45:14 109:3 123:17 127:21 <b>discussions</b> 116:25 141:7 <b>disincentive</b> 110:3 110:16 <b>dispense</b> 74:13 78:16 <b>disposal</b> 174:24 <b>disseminated</b> 50:21 <b>disseminating</b> 42:10 <b>dissemination</b> 11:7 12:2,9 13:3,20 40:20 50:5 54:20 171:6,21 <b>distance</b> 192:2 <b>distinction</b> 173:15	<b>distributed</b> 5:15 <b>division</b> 17:20 23:24 26:4,24 179:13 <b>divisions</b> 14:19 <b>doctrine</b> 3:3 5:22 78:6 <b>document</b> 4:3 13:12 14:15 15:13 15:19 22:19 23:6 23:10,25 24:1 25:20,24 26:1,17 27:3,8,15 28:22 36:10,18,19,21 37:1,9,19,23 41:24 43:24 47:19 55:20 56:13,17,22 58:2 59:20 60:16 63:14 72:4,6 89:25 97:4 98:15 104:9 107:14 111:12 115:12 119:2 135:15,25 144:8 174:15 176:8,11,12 177:13 178:4,23 179:7,14 180:7,8 180:11,17 182:25 204:17,23 210:17 210:21 <b>documentary</b> 1:13 5:3 <b>documentation</b> 130:4 <b>documented</b> 79:12 106:4 115:16 116:6 118:4 150:1 203:4 205:4 206:11 <b>documenting</b> 115:21 <b>documents</b> 4:6 15:23 23:7 28:3 39:19,21,21,23 43:23 47:18,24
---	--	---	--	--

49:19 51:14 72:12 115:16 135:21 150:6 176:20 177:13 203:14,19 <b>DOI</b> 176:13 177:15 <b>doing</b> 19:22 22:7 26:5,7 34:13 41:24 53:8 54:11 64:11 84:11,20,25 85:2 88:7 95:2 98:13,25 102:11 104:5,14 105:14 106:10 107:22 111:3,12 114:24 115:24 117:23 119:17,18 120:18 123:8 127:9 128:18 129:16 131:25 133:7 142:10 150:19 153:25 155:15 162:21,23 164:14 165:8 168:1 169:7 169:24 180:4 181:20,24 182:3,6 184:5 185:23 186:3 187:12,12 188:17 202:9 204:19 205:24 211:23 <b>domain</b> 67:10 <b>domestic</b> 31:11 <b>door</b> 14:23 206:18 <b>double</b> 105:5 <b>doubt</b> 3:17 128:12 187:17 199:16 <b>draft</b> 169:14 <b>draw</b> 20:21 112:9 137:20 167:6 <b>drawn</b> 168:25 <b>drill</b> 184:8,19 <b>drilled</b> 162:10 <b>drilling</b> 186:15 <b>drive</b> 114:12 116:2 202:15	<b>driving</b> 151:19 <b>dropped</b> 157:15 <b>drops</b> 206:16 <b>due</b> 16:14 35:3 63:18 64:2 80:9 111:3,19 161:2 195:25 <b>Duggan</b> 153:2 154:6 <b>duplicating</b> 180:5,6 <b>duplication</b> 110:19 110:21,22,23 <b>duty</b> 17:5,19 19:4 28:7 <hr/> <b>E</b> <hr/> <b>earlier</b> 3:11 35:8 47:7,7 73:18 85:15 86:21 112:16 113:4 180:10,18 208:16 <b>earliest</b> 22:7 <b>early</b> 21:8,25 22:5 60:9 111:5 <b>easier</b> 10:15 98:9 105:2 <b>easily</b> 60:17 189:12 <b>easy</b> 101:25 206:3 <b>edge</b> 77:12 <b>effect</b> 6:20 23:15 66:10 73:11 116:6 148:2 159:24 <b>effectively</b> 28:12 63:15 <b>effects</b> 39:9 <b>efficient</b> 105:25 <b>effort</b> 100:2 191:8 192:21 <b>efforts</b> 166:22 <b>either</b> 7:24 14:18 28:16 30:11 67:16 93:3 107:8 110:9 120:2 126:8,17 129:21 132:5 139:15 145:12	160:1 171:8 180:24 <b>elaborate</b> 67:17 <b>elapsed</b> 9:3 <b>electronic</b> 34:18 54:18 55:15,20 59:25 60:23 99:22 101:11 104:8 105:5 107:17 112:23 113:11 114:20,25 115:24 116:9 119:21 189:1,2,8 210:1 212:3 <b>electronically</b> 98:20 101:16 104:4,23 110:1,9 110:15 115:6 118:23 <b>element</b> 33:15 36:2 98:22 101:6 114:11 120:19 124:23 133:1,2 149:3 170:12 182:21 <b>elements</b> 33:8 41:25 42:5 48:17 48:18 81:15 86:20 161:13 162:23 180:17 181:2,3 202:7 <b>else's</b> 54:11 <b>email</b> 19:8 88:18 99:12 100:4 107:23 119:8 120:24 121:4,25 122:11 191:7 209:3 <b>emailing</b> 113:16 <b>emanate</b> 193:3 <b>emergency</b> 198:22 <b>emerging</b> 139:21 139:24 140:3 <b>emotive</b> 162:22 <b>empathy</b> 102:20	<b>emphasis</b> 115:11 <b>emphasise</b> 2:9 4:5 186:16 <b>employed</b> 130:18 131:1 142:23 <b>employment</b> 27:20 <b>employs</b> 137:11 <b>enable</b> 41:5 84:13 98:16 116:12 161:8 167:24 169:8,24 170:10 190:14,22 <b>enabled</b> 30:6 131:10 166:9 <b>enables</b> 62:17 185:2 <b>encourages</b> 95:23 <b>endanger</b> 68:3 <b>endorsed</b> 112:24 <b>endorses</b> 46:18 <b>ends</b> 171:10 <b>enforced</b> 131:11 <b>enforcement</b> 40:21 46:4 <b>engage</b> 46:11 <b>engagement</b> 46:4 212:5 <b>enhance</b> 67:5 81:25 180:22,23 <b>enhanced</b> 85:7 202:8 <b>Enhancement</b> 37:8 <b>enhancements</b> 37:4 37:7 <b>enhancing</b> 22:24 23:18 43:23 47:20 180:7 <b>enigmatic</b> 39:16 <b>enquiries</b> 178:20 211:17 <b>ensure</b> 2:2 64:11 70:14 73:4 114:13 117:16 120:20 148:23 167:17 168:14	<b>ensured</b> 193:16 <b>ensures</b> 24:6 89:19 115:7 202:7 <b>ensuring</b> 54:15 154:8 192:8 <b>entered</b> 17:13 118:13 <b>entirely</b> 1:24 5:24 <b>entry</b> 100:5 205:11 <b>environment</b> 104:6 110:7 113:13 154:7 164:15 <b>environmental</b> 155:25 <b>envisage</b> 4:1 181:18 <b>envisaged</b> 1:25 6:13 <b>epocket</b> 189:16 <b>equipment</b> 141:17 144:4 <b>error</b> 180:4 <b>errors</b> 204:25 <b>essence</b> 21:13 42:2 51:3 52:8 53:8 54:1,9 55:6 76:13 <b>essentially</b> 3:15 58:2 87:22 103:17 156:7 184:23 187:12 <b>established</b> 66:14 87:1 <b>establishing</b> 3:4 136:12 <b>establishment</b> 83:13 <b>et</b> 14:23 23:7 36:21 38:5 40:1 41:18 41:19 48:8,25 53:17 87:12 100:25 111:19 125:1 174:24 181:23 182:8 197:10 <b>ETA</b> 84:7,24 <b>evaluate</b> 135:1
---	---	---	---	--

139:24	48:21 50:24 56:2	184:5	61:8 145:4	<b>feeding</b> 117:9 123:5
<b>evaluation</b> 134:9	57:8 58:5 74:15	<b>expert</b> 1:15 70:10	<b>fact</b> 3:12 25:1 40:9	<b>feeds</b> 118:10
134:14,20 140:3	81:9 102:7 106:3	133:19 167:12	41:2,9,19 60:20	<b>feel</b> 131:6
<b>event</b> 95:6 120:1	131:8 140:13	168:5 169:3,19	65:11 71:9 101:2	<b>feels</b> 161:18
122:22 138:11	162:16 163:4	<b>experts</b> 47:21	106:25 109:6	<b>FI</b> 30:18
154:5 183:20	164:18 171:16	<b>explain</b> 19:14 36:15	110:6 122:23	<b>fictitious</b> 211:21
<b>events</b> 24:19 81:9	172:4,16 173:15	37:6 39:14,16	124:14 130:2	<b>fields</b> 110:18 111:6
102:10 103:10	173:21 174:8	61:24 69:18 77:23	132:6,8,17 137:19	126:18
132:2	176:7,20 194:8	87:18 98:9 198:1	147:8 152:8	<b>fifth</b> 32:8
<b>eventual</b> 130:25	203:15 205:22	208:14	170:13,20 174:22	<b>file</b> 7:11
<b>eventually</b> 60:23	206:16 207:7	<b>explained</b> 42:7	185:11 188:13	<b>files</b> 10:9
79:3	<b>examples</b> 78:12	112:21 115:10	195:1 208:3,4,24	<b>fill</b> 84:1 89:24 95:1
<b>everybody</b> 35:12	<b>Excel</b> 210:21	146:14	209:11 210:18	110:18 195:14,17
37:23 41:23 53:18	<b>excellent</b> 40:2	<b>explanation</b> 32:11	211:10,20	<b>filled</b> 29:1,2
53:19 54:2,11	<b>exception</b> 118:17	34:17 36:22	<b>facts</b> 67:13 133:18	<b>filling</b> 53:3
87:8 88:6 104:5	<b>exceptional</b> 145:9	205:21	166:15	<b>filters</b> 116:10
132:4 148:23	145:19	<b>explanatory</b> 35:21	<b>failures</b> 162:17	<b>final</b> 2:2 74:12
154:8 155:4 174:1	<b>excess</b> 149:21	<b>explore</b> 190:13	<b>fair</b> 85:21 174:18	132:10,25 149:12
175:21 180:5	<b>excuse</b> 17:7 51:10	<b>explored</b> 115:11	<b>fairly</b> 46:24 163:22	150:2
<b>everyone's</b> 67:9	<b>execution</b> 147:22	<b>exploring</b> 23:10	<b>fairness</b> 201:3	<b>finally</b> 85:24 104:7
<b>evidence</b> 1:15 2:6	<b>exercise</b> 4:3,8 8:17	43:14 100:15	<b>faith</b> 116:9 158:5	197:19 206:9
3:9 4:23 5:3,18,25	87:22 202:10	106:2	<b>false</b> 67:17 106:21	208:18
6:20 7:24 115:3	<b>exercises</b> 187:13	<b>expressed</b> 76:2	<b>familiar</b> 19:13	<b>find</b> 94:3 121:16
125:9 127:13	<b>exhausted</b> 154:11	<b>expressly</b> 20:17	<b>family</b> 31:17 167:3	144:2 146:25
163:5 165:3	<b>exhibits</b> 1:14	90:13 121:18	<b>far</b> 12:7 50:15	150:1
166:21 169:1	<b>exist</b> 13:19 23:19	<b>extension</b> 142:3	78:25 90:12	<b>finding</b> 45:7 82:14
176:19 179:3	68:20 147:21	<b>extensive</b> 138:1	129:17 176:16	101:4 113:14
187:22 195:25	<b>existed</b> 158:24	155:25	191:16 200:14	130:3
201:1 212:11	<b>existing</b> 79:20	<b>extent</b> 6:3 150:5	<b>fashion</b> 119:22	<b>findings</b> 44:25 45:2
<b>evident</b> 129:10	101:12 182:3	<b>external</b> 26:18	<b>fast</b> 53:22	45:3 79:15 111:19
<b>evolved</b> 118:20	<b>exists</b> 24:5 75:9	<b>extra</b> 88:20 111:3	<b>favour</b> 78:16	161:24 162:9
140:8	<b>expand</b> 65:1 111:7	<b>extract</b> 137:21	<b>favourable</b> 162:2	163:20 168:21
<b>evolves</b> 95:18 96:7	<b>expect</b> 11:16 26:14	<b>extraction</b> 131:11	<b>favouritism</b> 139:11	179:10
<b>evolving</b> 139:24	<b>expectation</b> 112:23	<b>eyes</b> 88:21	<b>feature</b> 3:17 6:4	<b>fine</b> 53:24
<b>exactly</b> 39:16 42:23	<b>expectations</b>		128:12 131:13	<b>fingers</b> 65:23
72:13 94:24	114:11 118:1	<b>F</b>	<b>featured</b> 35:8	<b>finish</b> 64:20 65:16
106:23 125:3	<b>expected</b> 5:6	<b>F1152</b> 88:10 89:7,7	<b>features</b> 31:10 67:5	68:3 80:18 83:1
146:25 200:11	180:15	90:12,21 91:11	<b>February</b> 1:1	197:1
<b>examine</b> 166:25	<b>expecting</b> 78:8	96:1,15 126:13	211:11	<b>finished</b> 1:20 39:12
168:8 169:20	<b>experience</b> 69:24	176:20 183:3	<b>fed</b> 117:22 168:2	<b>finishes</b> 97:20
<b>examining</b> 131:16	146:17	<b>F1152s</b> 91:5	<b>feed</b> 63:25 142:11	122:18
<b>example</b> 18:15	<b>experienced</b> 44:24	<b>face</b> 89:4 137:14	167:23	<b>Fire</b> 4:18
23:19 26:12 30:9	81:4 83:14 107:19	<b>facets</b> 114:10 161:7	<b>feedback</b> 49:16	<b>firearm</b> 14:21
31:10 33:9,10	112:4,21 114:7	<b>facilities</b> 98:23	106:8 119:15	27:20 33:10,16,21
39:22 41:10 48:7	140:21 183:16	<b>facility</b> 57:19 61:4	123:12,14 191:12	36:8 37:1,13 38:2

47:19 65:6 80:16 153:8 206:17 <b>firearm's</b> 126:24 <b>firearms</b> 8:5 9:12 9:14 12:3,20 14:2 14:17,22 15:15 18:24 19:5,21,22 21:6,14 22:2 23:3 23:23 24:6 28:7,8 28:15,21 29:2 30:8,9,15,15,18 30:22,23,25 31:14 31:20 33:14,17 34:1 35:12,14 38:4,11 43:24 54:23 55:4 58:8 58:17,20 60:13,17 62:4,11 66:15 69:23 70:1,6 71:14,23 74:18 75:21 76:1 77:14 78:6 81:4 82:8 83:8,15,17 84:5 85:18,18 86:15,17 86:23 88:12,16,20 89:2,8,11,11,13 89:16 90:6 91:9 91:15,16 95:23,25 96:3,5,11,12,18 97:7,18 99:16,21 100:4,7 102:25 108:13,13,22 112:5 113:2 118:11 119:16 120:2 121:10 122:4 123:2,17 124:17,18 125:4,5 126:17,21 127:10 127:12 129:7,11 130:5 133:25 134:24 136:10 141:1 142:20 147:15 153:7 161:13 167:18 168:22 169:21	171:7,10,12,25 176:21 178:24 181:6 183:6,14,18 185:6 187:5 188:1 188:14 190:2,16 193:20 198:3,4,7 198:12 202:11 203:3,21 204:10 204:17 206:23 211:12,13 <b>first</b> 1:5,11 9:8 15:22 26:22 33:1 35:14 47:1 59:6 59:14,16 74:22 80:1 91:1,9 95:7 108:15 112:18 135:22 143:2 151:17 154:1,14 159:10 160:3 164:10 178:23 181:22,23 182:17 183:12,12 187:13 194:17 197:22 201:24 205:3,11 207:15,22 211:10 <b>firstly</b> 19:10 20:6 43:20 76:14 92:25 131:21 153:6 <b>fit</b> 107:6 125:5 179:8,19 180:24 180:25 <b>fitness</b> 75:2 <b>fits</b> 27:19 87:7 120:9 <b>fitted</b> 157:21 158:15 184:7 <b>five</b> 6:9 10:23 29:6 146:19 150:20 154:4 155:12 156:17 160:10 161:11 162:19,21 165:2,5,8 166:3 168:23 170:2 188:2 191:25 201:8	<b>flag/markers'</b> 32:15 <b>flagged</b> 31:7 <b>Flags</b> 31:3 <b>fleet</b> 157:16 200:20 <b>flesh</b> 210:6 <b>flow</b> 36:21 40:7 42:6 43:16,25 44:3,6 48:2,2 50:24,25 172:2,10 172:20 <b>focus</b> 4:9 62:12 168:21 169:9,24 186:3 206:11 <b>focused</b> 43:19 44:3 120:9 <b>focusing</b> 67:15 165:9 <b>folder</b> 7:12 <b>follow</b> 10:10,11 97:13 173:25 179:5,7,18 <b>followed</b> 24:8 <b>following</b> 5:14 15:24 39:5 46:17 70:5 74:21 82:4 103:10 114:2 148:4 168:25 179:18 212:16 <b>follows</b> 127:6 <b>foolproof</b> 189:11 <b>foot</b> 16:7,10 29:6 31:2 188:13 <b>footnote</b> 71:8 <b>force</b> 9:10 15:11 16:12 17:14 19:8 23:5 24:1 44:6 52:9 54:2,5 72:7 72:13 73:3,7 78:17 79:10,17,21 81:3,6,24 101:22 102:25 104:7 112:12 114:13 117:5 125:6 131:21 135:10	136:23 137:7,18 141:17 142:8,9,13 145:2 155:8 164:22 174:20 176:16 192:15 <b>force's</b> 99:16 <b>forces</b> 9:25 10:20 51:20 52:20 53:14 54:10 72:11 74:3 77:17 78:21,22 108:9 135:14 139:7 140:19 144:3,16 149:17 199:23 208:7 <b>foregone</b> 197:3 <b>forensic</b> 160:17 <b>foreseeable</b> 136:16 <b>form</b> 15:19 17:25 18:13,19,24,25 19:11,13,15,17,23 20:1,1,22 22:11 24:10,15 25:2,4 25:12 26:3,8 27:7 27:15,17,24,25 28:9 29:1,4 31:22 33:22 35:5 36:21 37:18 51:9 86:9 88:24 95:14,15,19 96:8 99:4 101:1 101:18 105:22 108:6 110:1 111:5 111:21 117:11 123:12 169:7 170:9 183:20 185:12,15 186:15 193:1 195:11 203:12 211:2 <b>formal</b> 121:17,24 149:10 <b>formalised</b> 89:19 <b>formally</b> 42:11 208:19 <b>format</b> 110:10 138:10 143:9 189:12	<b>formats</b> 178:9 <b>formed</b> 148:2 <b>former</b> 170:8 <b>forming</b> 198:19 <b>forms</b> 103:15 108:18 111:1 116:13,17 118:2 119:10 132:19 204:16 205:25 <b>forthright</b> 161:23 <b>forum</b> 108:11 <b>forward</b> 3:14 16:18 42:22 53:13 64:12 64:19 87:13 88:8 116:20 134:5 144:24 160:7 192:12 212:4 <b>forwards</b> 6:18 77:9 170:10 <b>found</b> 32:14 35:22 100:21 131:17 165:25 <b>four</b> 36:14 38:19 79:23 80:25 82:14 129:8 165:19 <b>frame</b> 111:3 <b>framework</b> 77:18 139:3 <b>free</b> 101:18 102:7 116:15 <b>frequents</b> 171:18 <b>fresh</b> 97:21 <b>friend</b> 159:10 <b>friendliness</b> 100:16 <b>friendly</b> 99:25 100:14 103:20 <b>front</b> 16:21 25:9 63:20 71:10 116:4 135:23 141:24 172:7 175:22 188:13 200:21 207:5 <b>frontline</b> 177:17 <b>FTMs</b> 191:7 <b>full</b> 21:19 40:10
--	--	---	--	--

115:12 132:7	52:17 64:14,22,24	117:10,20 125:14	188:17 191:2	96:15,16,17
149:3 160:14	67:9 131:11	129:17 139:10	193:14 197:25	126:14 135:2
<b>fully</b> 39:9 48:14	148:22	201:2 202:12	203:14 205:13	140:5 150:25
76:12 88:10	<b>gentleman</b> 65:22	<b>GMP</b> 8:8,13 9:9	208:8,19 211:5	166:20,24 171:8
115:10 154:19	<b>gentlemen</b> 61:4	10:20,22 12:7	<b>GMP's</b> 32:3 40:16	172:8 175:18,18
156:23 192:17	68:9	13:19,25 14:6	76:2 100:16	175:20,22,23
<b>function</b> 79:22	<b>genuinely</b> 111:15	22:22 35:16 38:11	131:10 135:14	176:21 177:17
151:5	147:11 169:12	39:8,22 40:10	138:6 165:23	179:12 181:6
<b>fundamental</b>	<b>getting</b> 63:23 88:6	41:1,8 42:9,17	170:5	182:25 183:12,20
122:21	96:23 97:1 98:13	43:1,11 44:22,24	<b>go</b> 14:23 15:25 16:7	202:20 204:17
<b>fundamentally</b>	104:18 134:7	45:11,14 46:13,14	16:18 22:12 23:5	<b>going</b> 6:20,23 11:5
161:6	160:6 161:7,13	46:17 49:14 50:3	23:18 25:15 26:1	11:15,18 12:4,17
<b>funding</b> 48:15	194:19 199:12	53:4,5 54:10,21	26:17 27:24 28:21	13:24 15:4 19:1
<b>further</b> 14:24 22:24	206:8 211:23	55:14 59:22 68:10	28:23 29:13 31:1	22:11 25:8 29:5
29:12 31:3 56:7	<b>gift</b> 40:16	68:20 69:2 70:12	34:6 36:25 37:20	30:24 31:13,15
57:6 78:8 80:7,19	<b>gist</b> 61:8 102:24	70:19 72:18 74:18	38:5 48:5,10	34:6 35:7,24
80:22 86:19 93:7	<b>give</b> 5:25 6:20	75:20,25 76:14	49:23 55:5 56:7	36:24 38:21 40:3
117:25 165:17	11:23 31:18 32:10	77:6,8,25 78:25	59:13 60:17 61:10	42:22 45:18 46:18
169:9 180:22	42:3 46:20 67:20	79:10,11,18,18	61:14,17 63:1,21	48:23 49:8,21
182:7 183:14	68:2 78:3,12	81:9 82:15,22	63:23 65:6 67:8	50:20 52:5 58:20
193:11 201:4	98:16 100:5	85:5 98:8 109:25	73:15 78:13 81:11	58:24 60:10 63:8
204:6	109:16 125:4	112:22 113:10,17	81:20 84:15,19,24	64:12,19,20 66:2
<b>future</b> 5:23 32:22	128:19 139:7	115:19 116:23	86:3,15,17,23	66:15,25 67:1
83:2 116:17 153:3	143:12 145:5	117:4 118:21	87:13 88:5,8 89:8	68:2 69:19 74:17
	158:2 167:22	121:10 122:4	93:24 94:20 96:4	77:9 78:11 82:23
	168:12 169:13	124:9 133:2 134:9	100:22,24 101:20	86:15,17 88:19
<b>G</b>	186:19 198:7	134:13,19 135:1	116:20 118:24	90:7,9 91:15 93:8
<b>Gail</b> 160:4	204:3 205:14	135:25 137:15	119:18 120:8,11	96:4,11,21 101:12
<b>gain</b> 151:23	209:23	138:15 140:2,18	123:11,20 130:1	103:1 105:22
<b>gap</b> 55:3 79:19 81:8	<b>given</b> 39:4 52:19	143:23 145:18	130:12 141:9	109:10,14 117:24
81:16,19 83:21	57:21 66:10 74:20	146:9 147:21,24	144:24 145:3	126:17 127:9,11
84:8 112:18	76:19 92:25	147:25 148:2,11	147:17 154:10,18	128:16,19 132:25
182:18 188:14	105:19 118:8	148:14 149:10	154:25 162:14	138:11 142:11
<b>gaps</b> 3:16 36:20	119:19 127:16	150:17 151:1	164:19 169:9	144:12 145:2
84:1 187:4,7,9	129:23 145:1	153:19 159:22	170:8,10 172:5	148:23 154:22
188:3	157:5 176:19	160:14 161:23	177:19 178:14	155:11 156:11,18
<b>gathering</b> 1:13 2:6	191:13 198:1	162:9 163:19	181:9 183:25	159:10 162:14
160:20	201:24 202:24	164:10,12 165:13	185:6 192:2 193:8	163:2 166:1 170:1
<b>gauge</b> 73:6	203:3,10,20,23,24	165:15,16,18	198:11 202:7	170:24 171:2
<b>general</b> 71:22 75:4	204:8 205:5,7,21	166:6,12,18,20,22	204:20 212:2,4	173:10 178:14
171:16,20	206:10,13	167:1,5,16 168:7	<b>goes</b> 20:25 21:5	180:2,3,11 181:15
<b>generalised</b> 66:10	<b>giver</b> 89:21	168:7,22 169:11	23:23 35:5 38:3	183:17 186:18
<b>generally</b> 6:1 66:3	<b>gives</b> 58:8 62:25	169:20 170:20	45:11 60:10 64:3	187:3,7 189:9
71:24 98:20 171:9	74:15 138:7	171:22 172:4	65:19 75:19 92:14	192:3 193:3 195:4
<b>generated</b> 85:4	<b>giving</b> 20:13 51:15	173:4,13 178:16	93:23 95:6,8	204:9 206:17,17
<b>generic</b> 41:12 51:14				

210:24	199:23 200:15	<b>guy</b> 202:2	<b>headlines</b> 160:22	<b>hole-punch</b> 32:9
<b>golden</b> 12:24 87:15	202:14		<b>health</b> 125:1	34:8 45:24
154:19 159:20	<b>greatest</b> 188:10	<b>H</b>	<b>hear</b> 187:6 188:4	<b>hole-punches</b> 25:19
<b>good</b> 93:17 106:19	<b>green</b> 127:16	<b>Hadfield-Grainger</b>	209:19	<b>Holland</b> 152:22
107:18 110:9	<b>ground</b> 86:1 208:2	160:4 195:22	<b>heard</b> 58:18 125:9	<b>home</b> 2:3 4:19
113:8 121:21	<b>grounds</b> 33:16	<b>halfway</b> 17:22	127:13 207:25	42:15 48:13
181:3	<b>group</b> 41:21 47:2,3	<b>hand</b> 8:16 206:16	<b>hearing</b> 1:15,16	103:24 120:1
<b>governance</b> 110:6	47:4,10,12,17,20	<b>handed</b> 112:24	5:17 7:3 159:13	136:10 137:10
118:10 120:20	48:11,13,19 49:16	<b>handling</b> 147:16	<b>hearings</b> 1:17,17	143:4,25
161:3 163:9,12	50:9,14 53:13	<b>handover</b> 115:14	1:20 2:1 3:11	<b>hone</b> 86:20
185:24 191:14,20	54:8,23 57:2	<b>handovers</b> 58:23	39:10,12 71:11	<b>honed</b> 20:10
<b>grade</b> 91:3 92:21	59:11 60:20 99:22	<b>hands</b> 186:3 205:24	160:10,15 170:4	<b>honest</b> 108:5
98:16	102:25 108:20,21	<b>handwritten</b>	187:22	<b>honestly</b> 206:20
<b>graded</b> 175:19	108:23 118:11,15	101:13	<b>heart</b> 41:5	<b>hope</b> 3:2 82:25
<b>grading</b> 90:14,18	118:16 132:11	<b>happen</b> 90:24	<b>heavy</b> 115:3	114:14 122:1
90:19 91:2,6	134:24 135:3	114:14 145:17	<b>held</b> 30:4 66:16	<b>hopefully</b> 105:21
93:10 94:15	138:16 180:12	190:14 200:18	<b>helmet</b> 199:13	204:24
175:24	<b>group's</b> 134:25	<b>happened</b> 15:17	<b>help</b> 1:10 3:21 33:6	<b>hoping</b> 193:7
<b>Grainger</b> 1:6 15:7	<b>groups</b> 47:22	38:15 58:10,19	34:14 148:12	<b>horizon</b> 198:23
15:17,20 39:5	155:23	79:24 80:25 85:13	167:16 171:20	<b>hours</b> 63:3
121:15 148:10,13	<b>guarantee</b> 134:2	108:3 114:14	173:14 179:3	<b>house</b> 31:15
162:11 166:16	<b>guidance</b> 25:16	166:15 206:15	203:18 206:13,16	<b>hub</b> 19:8
167:4	26:19 28:3 29:17	<b>happening</b> 63:13	<b>helpful</b> 58:12 209:7	<b>hubs</b> 23:5
<b>Grainger's</b> 92:8	29:19 31:6 32:7	85:14 86:1 116:17	<b>hidden</b> 157:8	<b>human</b> 154:20
147:25 160:5	34:7 35:19,21	131:23 163:12	<b>high</b> 33:17 49:20	159:20
201:20 202:18	48:2 50:3 51:13	199:14 211:6	139:15 148:24	<b>humble</b> 44:5
<b>grant</b> 22:4 98:11	52:20 77:18 107:4	<b>happens</b> 38:22 53:8	149:6 151:25	<b>Hydra</b> 87:16,25
192:23	117:21,24 118:8	97:14 155:10	152:1 205:8,18,22	88:1 132:13,13
<b>granted</b> 78:5	119:19 129:17,23	<b>happy</b> 41:19	<b>higher</b> 33:13	202:9
127:16	145:8 155:22	101:19,20 111:13	122:16,19 206:24	
<b>graphically</b> 144:11	163:8 172:25	123:16 160:1	<b>highlight</b> 168:24	<b>I</b>
<b>gravity</b> 32:19	174:6,6 175:11	164:18	169:19,23 186:22	<b>ICI</b> 61:23,24 62:10
<b>great</b> 72:6 146:4	177:25 178:5	<b>hard</b> 107:11 111:6	<b>highlighted</b> 27:2	62:18 63:21,24
<b>greater</b> 1:7 2:14	191:4,6,13 208:19	<b>harder</b> 10:6 98:9	43:14	64:5 66:25 86:20
4:14 6:7 69:25	208:22 209:8	<b>harmonise</b> 46:8	<b>highlighting</b> 54:7	124:23 126:19
72:12 74:3 76:18	<b>guide</b> 53:6	<b>hat</b> 140:2	<b>highlights</b> 119:5	127:23
77:14 80:21 81:2	<b>guided</b> 2:18	<b>Hatton</b> 206:18	<b>highly</b> 17:17	<b>idea</b> 60:19 64:9
82:18 83:18 84:17	<b>guideline</b> 51:16	<b>head</b> 9:19 46:1 55:8	<b>historical</b> 30:5	103:4 203:9
105:21 111:18	54:13	179:17,23 205:23	<b>history</b> 27:2 29:25	<b>ideal</b> 107:5,17
119:20 122:7	<b>guidelines</b> 41:14,17	<b>headed</b> 176:18	33:25	119:20
130:5 131:2 134:3	41:22 42:3,4,4	178:13 179:22	<b>HMIC</b> 4:19 6:12	<b>identification</b> 62:2
141:6 144:10	53:18 55:5	<b>heading</b> 54:21	<b>Hmm</b> 153:10	<b>identified</b> 4:12
146:16 157:23	<b>guise</b> 96:25	71:19	<b>Hold</b> 16:9	70:21 79:14 80:19
160:8 167:13	<b>gun</b> 33:19 202:3	<b>headings</b> 34:5	<b>holders</b> 46:9	81:16 84:9,17
176:16 189:17	207:3	<b>headline</b> 148:22	<b>holding</b> 99:11	85:24 112:18

119:14 133:18 182:18 187:16 <b>identifies</b> 130:15 <b>identify</b> 22:8 46:8 62:17 70:20 127:11 130:25 157:6 166:18 <b>identity</b> 158:2 <b>Idris</b> 162:9 <b>II</b> 127:7 <b>illuminate</b> 158:3 <b>illuminated</b> 157:14 157:17 <b>illumination</b> 157:8 <b>imagine</b> 78:4 103:15 141:7 144:21 147:3 168:17 <b>immediate</b> 17:18 17:24 33:20 106:3 120:6 184:21 <b>immersive</b> 154:23 <b>imminently</b> 80:20 85:25 <b>immobilising</b> 156:5 <b>impact</b> 146:4 <b>impacts</b> 79:13 <b>imperative</b> 189:7 <b>impetus</b> 128:11 <b>implementation</b> 73:5 <b>implemented</b> 16:24 130:24 <b>implements</b> 72:13 <b>implication</b> 20:17 39:23 <b>implications</b> 39:24 48:5 <b>implied</b> 140:14 <b>imply</b> 131:10 <b>implying</b> 131:18 167:7 <b>importance</b> 120:9 120:18,18 151:22 <b>important</b> 2:10	53:2 54:8 62:11 66:11 113:18 115:11 161:10 168:12 170:21 <b>importantly</b> 195:18 <b>imposed</b> 2:16 <b>impossible</b> 5:24 <b>impression</b> 137:17 138:7 148:3 <b>improve</b> 85:8 118:16 192:4 <b>improved</b> 3:23 35:24 <b>improvement</b> 118:16 <b>improvements</b> 5:9 168:22 <b>inability</b> 170:5 <b>inaccuracies</b> 24:2 <b>incident</b> 88:1 97:21 132:2 191:25 <b>include</b> 18:13 34:13 74:19 79:3 90:13 93:9 100:8 112:25 130:7,15 133:21 163:14 167:25 181:22 193:6 208:9 <b>included</b> 33:5,7 34:16,17 64:18 92:22 100:10 144:15 147:2 205:16 <b>includes</b> 44:1 74:21 103:11 118:2 124:13 154:9 155:4 158:7 182:20 203:7 <b>including</b> 149:18 152:4 208:7 210:4 <b>inclusion</b> 146:3,11 <b>inconvenient</b> 10:6 <b>incorporate</b> 16:13 70:17 <b>incorporated</b> 87:21	<b>incorporates</b> 155:25 <b>increase</b> 49:3 158:12 167:7 <b>increased</b> 53:22 <b>incredible</b> 129:23 <b>incredibly</b> 161:10 164:17 <b>independence</b> 77:13 <b>independent</b> 4:16 70:3,4 121:9 160:9 161:22 163:20 166:13 168:4,15 169:2,19 181:21 <b>INDEX</b> 213:1 <b>indicates</b> 130:17,20 <b>individual</b> 3:15 5:25 21:21 26:6 27:10 31:16 37:17 62:13 67:1 72:7 73:3 122:14 135:10 139:7 <b>individualised</b> 135:13 <b>individually</b> 166:2 <b>individuals</b> 58:15 62:20 63:9 74:6 111:10 126:20 127:23 154:24 203:25 <b>individuals'</b> 101:17 <b>influence</b> 150:20 <b>influencing</b> 161:14 <b>inform</b> 12:23 203:21 204:3,5,10 <b>information</b> 16:13 17:12,17 19:24 20:20 28:24 33:3 43:16 74:19 89:5 89:14,21 92:13,25 95:19 96:8 105:4 112:25 113:18 114:18 115:3,10	115:13,15 119:3 126:2 127:8 166:3 171:8,11,21 172:14,20 174:16 176:9,25 177:6 178:9,15,16,24 184:9,20 185:3 186:18 187:23 193:25 202:1,13 203:3,10 <b>information/intel...</b> 94:21 <b>informed</b> 3:6 21:16 22:6 28:2 31:19 41:3 62:16 64:5 90:5 108:8 151:4 185:4 186:13 <b>informing</b> 3:5 32:22 191:7,7 <b>informs</b> 28:10 <b>infrastructure</b> 113:10 <b>inherent</b> 167:18 <b>initial</b> 36:19 38:6 63:20 94:20 95:15 96:3 119:7 151:23 175:21 <b>initially</b> 58:7 <b>innovative</b> 113:15 <b>input</b> 12:21 61:23 174:21 175:1 <b>inputs</b> 175:22 <b>inputted</b> 174:17 175:19 177:7 <b>inputting</b> 176:9 177:18 <b>inquest</b> 162:5 <b>Inquiries</b> 160:19 166:6 <b>inquiry</b> 1:10 2:1,4 2:11,24 3:11,13 4:5,12,20 5:5,12 5:16 24:3 29:9 39:10,12 41:4 43:15 45:5 46:15	54:5 69:23 70:10 71:11 72:20 81:22 82:20 83:2 87:19 87:20 102:4 105:20 111:19 121:15 123:6 125:9 131:10,14 132:1 139:21 143:20 145:17 146:14,24 147:20 148:11,13,13,16 148:18 152:7,15 153:21 155:16 160:10,16,21 165:11,18,25 166:8,16 167:4 168:12,14,16,20 170:4,22,25 171:4 176:15 179:11 180:20,21 182:24 184:22 187:19,22 188:11 189:5 190:10 192:9 195:10 197:11 199:17 202:25 205:6,15 208:1 211:19 212:16 <b>Inquiry's</b> 1:20 5:2 5:8,20 133:19 <b>insert</b> 8:14 26:24 33:23 <b>insofar</b> 96:14 <b>inspection</b> 121:9,11 <b>inspector</b> 17:6,19 74:23 80:15 82:6 82:8 83:16,21 138:20,21 211:9 <b>inspector's</b> 83:12 <b>Inspectorate</b> 4:18 <b>institutional</b> 170:6 <b>instructing</b> 1:14 <b>instructions</b> 142:25 <b>instructor</b> 8:5 80:16 82:8 85:18 85:19
--	---	--	---	--

<b>insular</b> 165:1	171:5,11,16,17	209:6	188:18 198:2	<b>J</b>
<b>integral</b> 157:9	172:3,8,9,13	<b>intervene</b> 152:12	<b>involves</b> 12:5	<b>Jackson</b> 17:1
<b>intel</b> 34:9 92:21	173:8 174:25	156:11,21 160:24	137:10,11	<b>Jacques</b> 122:10,10
94:15	175:1,3,4 176:9	<b>intervention</b> 31:20	<b>involving</b> 138:2	<b>James</b> 6:12
<b>intelligence</b> 9:10	177:15,18 179:12	131:19 132:10,20	<b>IOPC</b> 4:17	<b>January</b> 141:25
11:6,7 12:2,9 13:8	179:14,15 181:6	133:1,22 134:6	<b>IOPs</b> 172:5,5,16	<b>Jardine</b> 43:10
13:8,20 14:3,17	185:3,20 187:15	149:6 150:9 152:4	173:9,21	44:16 45:24 121:8
14:18,20 15:10,14	193:25 198:21	152:23 153:4,7	<b>IPCC</b> 148:18	122:8
17:14,23 18:2,4,7	207:4	154:13 157:7,14	161:24	<b>job</b> 28:17 53:9
18:11,16 19:25	<b>intelligent</b> 103:4	157:18 158:8	<b>IPP</b> 175:25	66:22 67:11 88:16
20:8,16,23 21:15	<b>intended</b> 3:14	195:19	<b>Ireland</b> 9:17	88:20 91:15,16
22:1 23:4,23,24	51:20 151:14,16	<b>interventions</b>	<b>ironing</b> 200:19	93:8,24 94:10,25
24:6 26:5,7,25	<b>intending</b> 4:8	151:25 152:2	<b>irrelevant</b> 64:16	96:19,23 101:3
27:2,6,12,13 28:2	<b>intends</b> 166:22	<b>intranet</b> 22:22	174:25	116:11 125:2,2,7
28:20 32:25 33:3	<b>intent</b> 61:25 62:13	23:12 24:1 36:4	<b>irrespective</b> 95:6	125:7 126:17
33:8,11,18,25	124:23 126:19	179:2	<b>isolation</b> 40:4 41:2	128:6 156:24
34:24 35:1,10	<b>intention</b> 62:20	<b>introduce</b> 63:25	41:8	181:23 183:14
36:11 37:5,16,22	<b>intentioned</b> 122:2	<b>introduced</b> 24:16	<b>issue</b> 29:8 40:12	<b>jobs</b> 59:10 60:6,7
38:7 40:20 41:11	<b>interception</b> 150:9	35:22 92:8	41:9 48:24 53:2	91:25 98:21
41:15 42:1,6,11	<b>interchangeably</b>	<b>introduction</b> 17:4	71:22 79:25 85:2	117:13 171:25
43:6,20 44:1,2,3,6	75:12 130:19	118:15	85:11 98:18,22	<b>John</b> 6:6 7:5
48:3,8 50:4,23	<b>interest</b> 29:20	<b>Introductory</b> 1:3	99:5 101:8 104:11	106:10 213:4
51:1,2,4,5,16,23	<b>interested</b> 29:8	213:3	104:17 107:22	<b>John's</b> 61:25
52:13 53:1,7,16	63:10 201:25	<b>invariably</b> 15:1	108:14,16 109:5	<b>joins</b> 173:7
54:15,20 55:4,19	<b>interim</b> 52:19,20	64:11 183:16	133:10,17 143:22	<b>joint</b> 9:17 153:25
55:21,21,24,25	86:2 107:4 117:24	188:15 193:20	149:17 153:19	<b>jointly</b> 54:24
56:6,10,22 57:15	179:5,20 208:21	<b>investigating</b> 19:4	168:12 179:24	<b>journey</b> 52:11
58:6,18 59:2	209:8	22:9	195:22 197:19	<b>judge</b> 202:2
60:16 61:5,7,9,10	<b>internal</b> 25:15	<b>investigation</b> 1:11	203:11	<b>judgement</b> 207:5
61:14 62:15,23	26:18 31:22 39:22	15:17 21:21 56:21	<b>issued</b> 18:15 208:22	<b>July</b> 99:15 106:6,7
63:22,25 64:15,16	163:21	57:13 65:17 97:13	<b>issues</b> 1:11,22 3:25	107:23 141:16,23
64:25 65:4,13,18	<b>internally</b> 40:10	167:14 171:10	4:12,13 11:6	141:25 142:1,5,6
66:1,9 67:17,22	181:25	184:3 187:23	39:10 40:11,19,25	147:5 152:23
83:8 86:19 88:7	<b>interpret</b> 174:1	<b>investigation/Inq...</b>	41:5 43:6 45:4,17	<b>jump</b> 100:19
88:23 89:5,14,24	<b>interpretation</b>	161:8	48:1 54:6,7	201:22
90:3,14,18,20	53:19 54:2,3,4	<b>investigation/rev...</b>	100:15 123:5	<b>justifiable</b> 20:2
91:1,4 92:13 93:2	67:12 76:23	167:15	152:6 154:15	<b>justified</b> 19:19
93:7,10,18,20,23	<b>interpretations</b>	<b>invited</b> 43:13	160:21 162:11	<b>justify</b> 20:2 126:20
94:2,14,19 95:8	39:15 41:13	<b>inviting</b> 45:25	163:2 164:3	126:24
96:15,24,25 97:1	<b>interpreted</b> 75:24	<b>involve</b> 6:1 192:14	168:17 197:16	
97:19,21 113:2	<b>interpreting</b> 45:1,5	<b>involved</b> 3:11 41:23	198:20 200:10	<b>K</b>
115:5,7,15 124:22	45:8	42:15,19 45:8	207:9	<b>Kavanagh</b> 199:2
125:21 126:20	<b>interprets</b> 72:13	48:14 88:4 132:4	<b>issuing</b> 52:19	<b>keen</b> 160:6
127:8,20 128:10	75:11	132:5 133:8	<b>iteration</b> 4:8	<b>keep</b> 7:25 10:1
147:15 160:20	<b>interrupt</b> 145:25	154:24 180:3		12:13 28:5 31:24

33:11 58:14 59:2 63:4 67:13 93:7 94:24 103:24 110:20 111:1,2,3 128:23 132:12 154:18 156:15 182:10 <b>keeping</b> 63:5 100:23 113:25 185:21 208:20,22 <b>keeps</b> 118:11 <b>kept</b> 37:3 89:14 <b>Kevin</b> 6:10 69:14 70:7 <b>key</b> 3:8 46:9 79:15 82:14 85:20 103:2 154:24 161:7 202:7 <b>kind</b> 30:18 <b>kit</b> 105:19,23 199:25 <b>knew</b> 40:10 111:13 <b>knock</b> 14:23 <b>know</b> 1:4 10:1,5 42:2,7 63:1,3 64:10 65:3 66:8 77:2 87:4 89:1 90:4 94:5,17,18 94:18,24 96:22 101:25 102:1 104:14 108:5,5,7 108:10,24 111:10 122:11 123:5 131:13,23,25 132:16 136:25 138:5,9 140:1,19 142:6,7,8 143:5,6 143:9,14 147:1,11 149:1,12 151:10 158:15 159:3 161:17 165:10 167:22 169:4 173:12 175:4 176:4 177:15,16 185:14,16 188:18	191:25 202:12,12 203:18 205:23 206:20 207:23 208:14 210:9 <b>knowing</b> 122:14 168:15 <b>knowledge</b> 7:22 8:24 66:3 <b>known</b> 72:12 136:16 <b>knows</b> 70:9 105:21 <hr/> <b>L</b> <hr/> <b>label</b> 164:21 <b>lack</b> 51:13 54:12 140:21 161:3 168:13 208:19 <b>lacking</b> 140:20 <b>lacks</b> 115:11 <b>laid</b> 2:3 <b>Lancashire</b> 74:3 <b>Lancs</b> 10:21 <b>land</b> 156:24 161:8 <b>language</b> 51:18 <b>large</b> 78:11 205:16 <b>largely</b> 76:3 111:19 <b>Lastly</b> 152:13 <b>latitude</b> 139:8 <b>law</b> 40:21 46:4 145:8 <b>lay</b> 100:19 <b>lead</b> 9:9 15:1 43:5 43:13 45:13,15 46:2,7,14 69:23 70:6 142:23 143:13,15 144:7 144:18 145:5 187:20 <b>leadership</b> 132:4 154:24 <b>leading</b> 81:14 90:5 <b>leads</b> 39:25 42:17 48:6,10,21,22 49:12,22 53:1 56:16 97:22	207:24 <b>learn</b> 164:1 <b>learned</b> 70:17 81:22 159:10 166:19 167:6,7 <b>learning</b> 39:5 41:4 88:3 121:14 148:10,13,18 153:22 155:1,24 164:11 170:6 179:10 182:8 185:23 188:10 <b>learnings</b> 145:16 <b>learnt</b> 144:11 146:17 192:8 <b>leave</b> 11:19 109:14 147:13 <b>leaving</b> 107:3 207:21 <b>led</b> 47:12 78:16 127:20 128:1 <b>left</b> 92:21 126:7 <b>legal</b> 6:14 124:24 <b>legislation</b> 41:18 <b>legitimate</b> 196:5 <b>lessons</b> 70:17 81:22 139:21 144:11 146:17 154:5 161:1 164:1 166:18 167:6,7 168:8 <b>let's</b> 109:3,4 166:11 168:7,8 175:9 <b>lethal</b> 136:5 137:5 139:9 167:18 192:15 <b>letter</b> 43:10,18 44:9 44:11,15 45:19 47:2 <b>level</b> 15:11,11 33:4 33:14,17 49:20 72:14 73:1,3 79:18,21 81:5 82:6 83:16 99:6 100:2 108:1,9	109:4 137:13 139:15 140:9,15 148:24 149:6 175:25 187:18 199:22 204:19 206:24 <b>levels</b> 139:14 <b>life</b> 55:15 60:10 132:17 154:15 193:15 <b>light</b> 127:16 145:7 148:20 152:20 160:18 <b>lighting</b> 197:9 <b>lights</b> 157:8,13,17 158:16,17 <b>limited</b> 4:6 <b>line</b> 42:25 141:18 165:2,5 175:22 178:15 199:20 <b>lined</b> 182:15 <b>lines</b> 29:6 <b>link</b> 14:11,14 20:22 112:9 128:1 <b>linked</b> 55:25 60:23 85:11 <b>list</b> 141:14 <b>listening</b> 19:15 70:9 123:12 <b>listing</b> 67:9 <b>literally</b> 190:12 <b>little</b> 23:10 25:8 49:3 55:11 71:16 88:20 133:4 156:3 162:20 171:7 198:25 200:4 <b>live</b> 87:22 188:16 <b>liveried</b> 156:23 <b>living</b> 58:2 <b>loads</b> 106:8 <b>local</b> 13:1 72:11,14 72:25 73:5 74:9 76:16,23 78:23 81:25 135:14 137:7,18 138:8	140:15,15 141:18 173:3,4,6,12,24 173:25 174:2,13 175:17 176:8 <b>locally</b> 83:4 139:9 187:17 <b>located</b> 210:18 <b>location</b> 107:9 <b>locked</b> 33:12 <b>log</b> 89:12,13,13 90:2 91:21 92:7,9 93:7 94:1,10,14 94:21,21,22 95:7 96:3,20 97:18 102:12 103:8 106:17,24 107:5,6 107:11,22 114:2,3 114:12,20,25 118:17,17 119:3 121:17,19,24 190:2 194:4 <b>logical</b> 102:10 103:10 <b>logs</b> 92:4 95:22 98:19,23 99:21,23 100:3,9 104:4,13 104:13,16 107:18 109:6,24 110:12 110:15 112:23 113:11 115:4 116:23 117:2,18 118:12,22 119:21 132:21 162:18 163:3,6,14 166:4 188:25 189:1,2,8 191:1,3,8,14,20 192:14,16 193:6 <b>long</b> 10:11 32:20 41:6 47:2 67:11 93:8 94:9 96:22 97:5 108:17 128:6 155:12 158:18 159:22 165:7 199:12 201:5 208:1 210:5
--	---	--	---	---

<b>longer</b> 23:19 85:21 149:15 158:8 161:18	49:14,19 53:12 102:23 104:12 106:15 116:9 132:12 137:8 153:22 158:5 161:16 162:21 165:23 168:1 171:8,11 173:25 180:16 186:3 188:18,25 189:3,4 192:2 195:20	118:7 120:5 127:21 144:20 162:18 194:7,10 207:5 208:15	30:15,17 32:21 56:4,4,5,6,8 57:9 57:9,12,16	53:5 75:11 97:4 106:5 110:23 132:25 150:17,22 168:4 173:12 204:8 207:2
<b>look</b> 8:17 13:14 15:21,23 24:15,23 26:22 29:19 38:24 40:6 41:10 43:18 44:9 45:21 49:24 61:10 68:16 69:24 71:3,18 82:10 87:21 88:12 92:4 95:10 99:10 107:4 111:23 112:1 116:20 120:22 130:12 132:11 135:20 136:6 139:17 140:12 141:9,19 142:16 155:11 156:18 164:10 167:22 168:7,15 170:6 177:21 182:6 184:6 185:2,7 189:20 190:7 204:4,15 205:6	153:22 158:5 161:16 162:21 165:23 168:1 171:8,11 173:25 180:16 186:3 188:18,25 189:3,4 192:2 195:20	<b>malice</b> 133:6 <b>man</b> 127:1 <b>manage</b> 41:11 51:1 51:16 <b>managed</b> 23:25 70:1 <b>management</b> 14:2 14:19 23:22 41:15 50:4 53:1 166:4 178:16,17 <b>manager</b> 24:6 42:25 113:2 <b>managing</b> 48:3 <b>Manchester</b> 1:7 2:14 4:15 6:8 69:25 74:4 76:18 77:14 80:21 81:3 82:18 83:18 84:18 105:21 119:20 122:7 134:4 141:6 144:10 146:16 157:23 160:8 167:13 189:18 196:1 199:24 200:15	<b>markers</b> 29:7,22 30:5,21,22,22,23 32:10 67:10 186:23 <b>marks</b> 2:23 <b>mask</b> 207:8 <b>MASTS</b> 72:21 81:9 81:13 82:1 84:10 84:18 85:2 130:20 131:12,18 132:7 132:25 133:20 134:2,4 147:13,24 148:1 149:7 150:6 150:9,21 151:1,5 151:12,12,13,22 152:2,8,10 154:10 155:10 160:22 161:6 166:5 182:16 193:5 195:3,5,6,8,15,16 195:18,19 196:10 196:13,22,25 197:17 205:1,7,14 205:18 206:2,10 206:23	<b>meaning</b> 13:22 68:24 <b>meaningful</b> 46:4 <b>means</b> 11:20 23:14 30:15 37:6 95:18 96:7 104:24 107:10 114:1 150:22 155:10 168:21 186:13 193:19 <b>meant</b> 153:14 <b>measures</b> 2:16 58:3 <b>meat</b> 51:15 <b>mechanism</b> 143:11 <b>medium</b> 123:16 <b>meet</b> 28:8 108:21 141:1 <b>meeting</b> 74:10,21 75:7 86:18 102:25 104:15 105:13 109:2 118:10,11 126:9 149:9,23 <b>meetings</b> 47:13 104:12 108:7,14 <b>mention</b> 13:12 14:1 61:5 197:21 <b>mentioned</b> 45:2,20 47:3,6 61:3 74:25 153:24 170:13 172:21 173:2 203:2 <b>mere</b> 34:3 <b>merely</b> 211:23 <b>merged</b> 210:16 <b>merger</b> 210:23 <b>Merseyside</b> 10:21 43:2 74:3 <b>mesh</b> 83:2 <b>meshed</b> 82:24 <b>message</b> 103:2
<b>lunch</b> 109:23 211:17 <b>Luncheon</b> 109:20	<b>lots</b> 77:20 81:22 92:16 94:11 105:4 106:13 155:14 161:2,11 <b>loudspeaker</b> 157:9 <b>lower</b> 150:5 <b>LPD</b> 135:15,18 <b>lunch</b> 109:23 211:17 <b>Luncheon</b> 109:20	<b>mandate</b> 112:22 118:22 <b>mandatory</b> 93:11 116:22 <b>manner</b> 122:2 129:12 186:23 <b>manually</b> 120:3 <b>manufacturer's</b> 142:25 <b>March</b> 24:20 71:7 71:9 72:18 82:2 172:18 195:8 <b>mark</b> 64:10 138:21 153:2 204:4 210:14 <b>marker</b> 30:1,7,10	<b>material</b> 1:14 5:13 5:15 34:19 130:7 <b>materials</b> 4:9 11:14 <b>matrix</b> 174:23 <b>matter</b> 18:7 137:18 138:7 185:22 195:24 <b>matters</b> 52:21 170:14 192:10 195:21 197:4,20 207:16 <b>Matthew</b> 6:12 <b>mature</b> 120:16,17 <b>mean</b> 20:16 22:25 30:24 32:12 37:24 39:14,17,18 40:9 40:14 45:3,7 48:6	<b>meant</b> 153:14 <b>measures</b> 2:16 58:3 <b>meat</b> 51:15 <b>mechanism</b> 143:11 <b>medium</b> 123:16 <b>meet</b> 28:8 108:21 141:1 <b>meeting</b> 74:10,21 75:7 86:18 102:25 104:15 105:13 109:2 118:10,11 126:9 149:9,23 <b>meetings</b> 47:13 104:12 108:7,14 <b>mention</b> 13:12 14:1 61:5 197:21 <b>mentioned</b> 45:2,20 47:3,6 61:3 74:25 153:24 170:13 172:21 173:2 203:2 <b>mere</b> 34:3 <b>merely</b> 211:23 <b>merged</b> 210:16 <b>merger</b> 210:23 <b>Merseyside</b> 10:21 43:2 74:3 <b>mesh</b> 83:2 <b>meshed</b> 82:24 <b>message</b> 103:2
	<b>M</b>			
<b>Mac</b> 127:7 <b>main</b> 41:9 67:3 93:24 114:9 <b>maintain</b> 58:20 144:4 161:9 <b>maintained</b> 78:23 97:1 110:1 <b>maintaining</b> 113:15 186:24 <b>maintenance</b> 73:12 75:23 76:7 <b>Majesty's</b> 4:18 <b>major</b> 105:22 <b>majority</b> 6:13 124:3 <b>making</b> 2:6,8,13 12:23 41:1,8 53:17 57:21 88:25 90:5 93:17,19 99:8 100:19 101:24 102:12 106:25 115:14				
<b>lost</b> 113:18 <b>lot</b> 24:2,4 41:10				

<b>met</b> 21:18 66:24 88:14 176:6,7 185:5,8	89:15 114:8 154:25 193:22,24	<b>MPCC</b> 39:25 48:6 108:19	137:11,13 139:3,3 139:4 140:9	49:11 53:6 59:12 65:12 66:8 67:20
<b>method</b> 115:9 127:8 150:7	<b>modify</b> 47:23 116:16	<b>multi-agency</b> 46:5	144:13 150:14	72:11 75:8,16
<b>methods</b> 119:2	<b>moment</b> 15:4 22:12 38:21 43:19 46:20	<b>multi-million</b> 105:24	153:5,12,13,16,18 155:22 161:12,14	81:24 82:21 87:9 88:23 102:2,16
<b>Metropolitan</b> 42:17 176:16 199:24	52:14 85:1 105:23 126:15 128:21 134:22 147:14	<b>multiple</b> 162:17	164:20,22 165:21 165:22 172:21,25	106:11 111:20 123:7 124:19
<b>microphone</b> 159:14	158:2 159:4 166:2 173:3 175:10	<b>munition</b> 145:20 207:25	174:6 175:11,13 175:15 180:12	128:23 140:16,25 145:3 148:4 149:4
<b>middle</b> 26:2 32:7 80:24 190:6	182:12,15 186:1 196:7	<b>munitions</b> 72:21 84:11 85:3 134:10	185:16 187:18 193:22 196:16	149:10 150:25 151:11 158:9
<b>mind</b> 3:19 111:3 159:12 194:19 199:4	<b>money</b> 106:1	134:15,21 135:2,7 135:18 136:4	198:7,14,19 199:20,22 204:19	161:4 166:21 169:8 175:4
<b>mindful</b> 68:2	<b>months</b> 9:3 36:14 48:18 63:2 79:23	137:4,16,24 138:7 139:9,13 141:4	205:10,25	183:14 184:22 186:5,22 187:4,9
<b>mindset</b> 156:10,14	80:25 104:14 163:9 182:23	142:11,18,21 143:3,16 144:17	<b>nationally</b> 40:12 52:16 54:3 55:16	188:3 190:7,13 202:10,11
<b>Minerva</b> 87:16,25 132:13,14 202:9	<b>MOPI</b> 172:1,21,25 174:8 177:21,25 178:5	145:3 146:11 193:5 207:19,25	95:21 98:19 142:22 165:17	<b>needed</b> 41:14,22 120:14 122:20
<b>minimise</b> 157:3 167:18 202:15		N	175:2 178:5 187:17 196:9,13	158:7 167:11 168:5 185:7 204:6
<b>minimum</b> 67:3,20 99:9 202:11	<b>morning</b> 61:20 83:11 127:17	<b>N</b> 92:21	<b>Nations'</b> 136:7	<b>needs</b> 5:10 17:23 20:2 23:17 30:8
<b>minute</b> 23:2 53:6 54:9 60:15,22 61:2 74:16 180:5	171:5 176:19 178:22 181:7	<b>nailed</b> 128:13	<b>naturally</b> 153:11	30:12 36:15 85:22 88:20 95:4 122:25
204:24 212:1,8	<b>mother</b> 201:21	<b>nails</b> 149:2	<b>nature</b> 107:9 151:5	141:18 161:4 168:20 169:20,24
<b>minutes</b> 68:2 74:11 74:18 148:6 159:5 201:8,14	<b>motor</b> 152:4,24 153:4	<b>name</b> 7:16 146:13 211:1	<b>NCA</b> 40:4 43:17 44:4 49:17 188:22	<b>negate</b> 58:7 75:16
<b>minutiae</b> 190:9	<b>mount</b> 125:22	<b>narrative</b> 33:24 67:11,18 102:8,9	<b>NDM</b> 100:24 101:18 111:2	<b>negated</b> 148:5
<b>misleading</b> 27:22 27:23	<b>mounted</b> 52:24 199:13	106:21 149:13	185:17 193:17 194:8,13	<b>Neither</b> 130:21
<b>missed</b> 77:19	<b>move</b> 10:5 32:24 44:13 75:6 84:13	<b>national</b> 4:15 12:18 12:19,22 30:4	<b>necessarily</b> 78:7 98:21 132:9 149:6	<b>network</b> 198:22
<b>misunderstanding</b> 77:23 151:7	85:25 96:12 147:12 166:1,12	39:8,24 40:17,21 42:9,15 43:14	204:5	<b>neutrally</b> 162:2
<b>misunderstood</b> 97:5	170:1 177:20 178:3,21 181:8	45:12,13 46:2 48:4,21 49:12,22	<b>necessary</b> 20:15 63:7 76:16 79:17	<b>never</b> 22:20 40:5 180:1 194:19
<b>mitigate</b> 166:22	183:2 188:24 197:19 200:3	51:13 55:15 60:20 63:5 70:16 72:4	112:25 118:6 156:16 162:15	204:14 208:11
<b>mixed</b> 78:20	<b>moved</b> 10:7 44:22 45:12	77:8,9 81:5 83:15 87:7 89:15 92:9	197:2 205:5 206:6	<b>new</b> 16:24 24:19 77:7,11,16,17
<b>mobile</b> 113:12 130:17,20 147:22 197:13	<b>moves</b> 97:7	99:6,23 100:1 103:8 107:6 108:1	<b>necessitate</b> 149:6	82:5,5,15 83:3,4,4
<b>mode</b> 11:11	<b>moving</b> 156:5 160:7 171:2 199:3 203:11	108:3,6,8,13,20 109:4,24 111:9	<b>necessity</b> 33:13 72:25 113:14	83:6,12 97:3,24 126:15 138:11
<b>model</b> 12:23 63:5		112:23 114:7 116:23 117:2,17 119:3 124:21	157:1 186:16 <b>need</b> 5:23 27:5 31:14 40:15,25 41:3 42:2,5 43:25	147:7 172:5 173:11 189:19 194:24 198:21 200:20
				<b>nice</b> 55:11 122:17

<b>Nicholson</b> 6:10 69:14,19,21 70:7 70:21,23 71:4 72:3 76:19 77:5 77:21 78:14 83:22 111:25 112:3 116:21 117:8,14 117:14 118:19 119:14 121:12 123:14 129:1,5 131:17 139:18,20 140:1 148:19 151:8 166:13 167:14,22 168:2,4	<b>notebooks</b> 189:16 <b>notes</b> 25:16 26:19 29:17,19 31:6 32:7 34:7 35:21 74:16 101:4 104:10 106:16 118:3 121:17 <b>November</b> 4:20 24:16 133:11 <b>NPCC</b> 4:16 6:11 42:17 43:4,5,6 155:19 187:2 <b>number</b> 34:13 39:15 71:9 74:6 78:11 88:14 92:21 92:22 110:18 112:4 133:3 134:5 140:12 146:4 151:2 182:15 206:21 207:1 208:18 209:23 210:4 <b>numbers</b> 199:15 206:25 <b>numerous</b> 205:13 <b>Nutter</b> 138:20,21 <b>NWAP</b> 74:1,2 135:11,25 141:23 143:14 148:1	38:10,14,18,20 39:6 55:8 57:25 58:1 62:8,9 63:12 63:16,19 65:9 66:13 68:15,19 69:8,12,15,17,21 70:11,18,22,25 71:2,15,21,25 72:2,10,16,23 73:9,19,21,24 74:2 76:10,12,17 76:21 77:1,3 78:3 79:1,9 80:1,14 81:2 82:7,13,16 83:6,24 84:2,6,8 84:17,23 85:10,12 85:14,17 86:5,7 86:14 87:3,7,19 88:11 89:8,11,13 89:18,23 90:11,15 90:17,23 91:1,8 91:17,19,22 92:2 92:10,12,17,19,23 93:3,11,16,24 94:4,7,9,13,16,18 94:23 95:9,12 96:2,10,17,21 97:6,17,23,25 98:3,7,11,21 99:14,17 100:18 101:14 102:14,17 102:19 103:6,13 103:19,23 104:2,5 104:20,22 105:1,3 105:11,15,18,20 106:8,23 107:1 108:2,5,20,25 109:2,8,23 110:5 110:14,18,21,25 112:2,11,14,17 113:5,21,23 114:5 115:20 116:2,8,16 117:7,19 119:7,12 121:1,3,5,13 122:5,7,14,24	123:3,23 124:8,11 124:16 125:3,8,12 125:18,24 126:3 126:16 127:3,19 127:24 128:3 129:4,14 130:10 131:15,22,25 133:5,12,15,20 134:16,18,22 135:4,6,12,16,19 135:24 136:2 137:1,10,20 138:4 138:9,14,18,20,22 139:2,10,19 140:5 140:21 141:5 142:2,7,9,15,19 143:6,8,17,25 144:20 145:7,23 146:2,6,8,10 147:3,6,11,17,19 148:8,16 149:12 150:12,16,19 151:4,6,9,11,16 152:6,17,19,25 153:10,14,20 156:9 157:13,16 157:20,22 158:5 158:17,20,22,25 159:19 160:13,16 161:21,25 162:4,7 162:13,20 163:7 163:12,24 164:12 165:6 166:8 167:2 167:10,21 168:10 169:4,12,17,23 170:8,18,24 171:13,15,19,23 181:20 182:6,14 183:1,5,9,12,22 183:24 184:2,4,10 184:13,17,21 185:13,16,23 186:1,10,19 187:1 187:7,11,25 188:6 189:6,9,19,23	190:1,13,18 191:4 191:11,21,23 192:3,18,20,23 193:1,4,10,19 194:9,12,15,23,25 195:2,8,12,17 196:3,6,11,14,16 196:20,23 197:6,9 197:14,18 198:5 198:14,18 199:2,7 199:10,18,22 200:5,11,17,20 201:22 202:4,6,19 203:1,6,13,17,23 204:13 205:9,25 206:12,20 207:15 207:20 208:9,15 209:1,4,10,14 213:4 <b>O'Hare's</b> 181:9 <b>oath</b> 7:1 <b>object</b> 190:12 <b>objective</b> 38:2,6 <b>objectives</b> 37:5,22 37:24,25 38:7,8 90:3 166:25 210:17 <b>observations</b> 116:24 164:2 <b>observed</b> 114:16 <b>observers</b> 151:4 <b>obstructs</b> 10:12 <b>obtain</b> 19:20 <b>obvious</b> 34:16 158:13 <b>obviously</b> 5:23 7:1 8:25 12:17 13:7 24:2,3 42:20 48:12 49:16 51:11 53:10 54:4 55:18 60:22 65:4 80:2 90:7 124:24 157:11 158:1 171:8 173:10 178:8 195:23
<b>Nicholson's</b> 81:23 155:19 191:12	<b>number</b> 34:13 39:15 71:9 74:6 78:11 88:14 92:21 92:22 110:18 112:4 133:3 134:5 140:12 146:4 151:2 182:15 206:21 207:1 208:18 209:23 210:4			
<b>NIR</b> 34:13	<b>numbers</b> 199:15 206:25			
<b>nod</b> 208:3	<b>numerous</b> 205:13			
<b>noise</b> 77:19	<b>Nutter</b> 138:20,21			
<b>nominal</b> 25:9 32:14 34:14 171:18	<b>NWAP</b> 74:1,2 135:11,25 141:23 143:14 148:1			
<b>Nominated</b> 130:16	<b>O</b>			
<b>non-sensitive</b> 18:8	<b>O'Hare</b> 6:6,18 7:5 7:9,10,18,20,23 8:1,3,10,12,15 9:8 9:11,15,18 10:9 11:16 12:6,11,17 13:5 14:4 15:22 18:18 21:12,13 22:5 24:12,13,14 24:16,18,21 27:21 27:23 28:6,16 30:2,3,20,24 31:8 31:9 32:16,18 33:2,8 34:2,12,21 35:7,18 36:5			
<b>non-specialist</b> 21:24				
<b>non-timed</b> 124:3				
<b>norm</b> 189:8				
<b>normally</b> 122:18 139:14 200:24				
<b>North</b> 10:21 74:4				
<b>north-west</b> 9:25 10:18 46:1 73:24 74:2 78:10 79:3 79:19 80:5 135:8 142:20,22 143:13 143:15 144:17 149:17 157:24 207:23				
<b>north-west's</b> 9:23				
<b>Northern</b> 9:17 42:18				
<b>note</b> 4:21 5:1,3 17:5 113:16 114:21,24 120:4 121:22 122:22				

211:25	<b>okay</b> 13:6,11 22:10	<b>operating</b> 39:20	163:1 166:23	<b>ordinary</b> 51:18
<b>occasion</b> 88:15	24:9 32:24 34:5	40:6 71:5,13,20	167:16,19 169:21	<b>organic</b> 35:23
114:18	42:8 44:9 49:5,6	72:19 78:18,24	171:7 188:16	<b>Organisation</b> 11:4
<b>occasionally</b> 10:9	49:23 50:10 51:7	111:8 117:12	198:3,4 199:5	<b>organisations</b> 4:21
<b>occasions</b> 190:5	52:18 53:25 59:4	129:6 136:1	200:1,9,16 204:10	5:4,7,14
<b>occupationally</b> 8:8	67:24 69:21 70:9	141:16 148:14	<b>opinion</b> 103:14	<b>organised</b> 9:23
<b>occurring</b> 131:20	71:1,2,25 72:2	149:11 170:15	208:16	10:18 14:25 39:25
<b>octane</b> 151:25	80:1 84:15 86:1	173:15 209:13	<b>opportunities</b> 22:8	42:16 44:23 54:23
152:1	90:25 94:8 95:5	<b>operation</b> 1:7 15:7	154:11,13 182:8	55:9 57:2 59:10
<b>October</b> 69:16	96:14 103:16	15:8,10,17 21:6	<b>opportunity</b> 22:7	65:14 139:15
131:16 210:14	105:7 109:9	33:14,18 36:23	46:7 58:9 62:25	<b>original</b> 48:12 61:6
<b>OCUs</b> 42:18	111:22 141:5	38:15 58:5,17	88:24 99:19	98:1 114:21,24
<b>OFCs</b> 128:16	142:13,16 144:7	59:17 62:22 64:2	117:10 119:22	116:15
<b>offence</b> 184:25	147:10 165:2	66:15 67:5 70:17	189:19 204:4	<b>originally</b> 43:21,22
<b>offences</b> 29:23	172:19 176:18	91:23 97:5 98:25	<b>opposed</b> 89:3	210:16
32:19 154:12	<b>old</b> 30:11 57:19	114:17 125:23	114:14 117:10	<b>other's</b> 53:9 56:25
<b>offending</b> 27:2	59:18 93:21	129:7 130:19,21	161:14 164:25	<b>ought</b> 138:24
<b>offered</b> 208:16	<b>once</b> 18:24 38:22	130:24 131:5	202:12	<b>outcome</b> 108:10
<b>office</b> 4:19 42:15	61:23 62:18 66:14	132:9,18 152:10	<b>option</b> 17:24	131:12,19 162:2
48:13 119:25	90:7 93:25 96:2	162:9 163:21	132:15,15 149:5	<b>outgoing</b> 112:24
127:17 136:10	97:6 107:12 127:9	171:10 185:9,9	205:8	<b>outside</b> 89:25 93:1
143:4	200:10 204:19	193:24 197:17	<b>options</b> 106:2	113:13 141:6
<b>officer</b> 10:22 19:4	<b>ones</b> 60:12 125:4	202:23 203:22	127:12 131:4	145:5 146:24
26:2,3 27:5 29:1,2	206:7	211:12,12,13	134:5 149:4 150:9	171:25
81:4 83:15 122:3	<b>ongoing</b> 58:5 59:15	<b>operation'</b> 130:16	151:3,25 156:4	<b>over-reliance</b> 115:8
123:1 137:6	60:25 82:20	<b>operational</b> 18:15	190:13 194:3	<b>overall</b> 66:9
169:11 185:6	100:10 109:5	72:18 73:1,13	197:15 205:19	<b>overarching</b> 84:12
186:7,10 202:11	114:17 117:20	76:3,25 77:24	206:6	<b>overlap</b> 68:10
206:24	121:14 154:20	79:11,16,21 94:1	<b>OPUS</b> 17:14 27:1	<b>overly</b> 101:6
<b>officers</b> 14:19	194:15 198:19	94:10,14,20,24	32:10,15 61:6	<b>overnight</b> 127:22
21:17 22:9 28:15	<b>online</b> 90:10	95:3 115:13	172:16 173:21	128:10
35:16 38:11 46:14	<b>onwards</b> 147:18	124:18 134:14,20	174:11,13,17	<b>overscrutinising</b>
55:18 60:14 66:24	<b>open</b> 1:17 106:18	135:9 136:12	175:14,14,18,19	54:10
67:6 80:7,17,17	164:1,17,24 168:3	148:4 150:7	175:20 176:24,24	<b>oversee</b> 85:19
80:19 83:20 103:5	<b>opened</b> 118:13	155:24 200:18	203:15,19	<b>overseeing</b> 80:5
105:14 110:3,12	154:3	<b>operationally</b> 8:9	<b>oral</b> 1:15,20 2:1	<b>overt</b> 44:1 48:7
110:17 122:13	<b>opening</b> 190:3	113:9	169:1	133:23 152:11
123:17 124:20	<b>openness</b> 5:6	<b>operations</b> 9:9 11:8	<b>orally</b> 88:9 89:6	156:22 197:24
125:5 127:12	<b>operable</b> 15:3,5,16	12:3 13:4,9 14:25	92:25	198:5,8,12 199:5
128:2 130:18	25:6,7	15:2 21:24 44:8	<b>order</b> 14:5,6 16:1,6	
132:3 136:11,15	<b>operate</b> 54:24	52:23 57:2 58:11	18:15 47:13 62:14	<b>P</b>
136:20 142:24	113:13 175:5	60:2,12 70:1 78:7	106:14 118:21	<b>pace</b> 179:13,16
157:7 158:3 172:4	<b>operated</b> 15:6	79:4 100:7 113:16	125:22 136:13	181:6
177:18 197:17	133:3	129:12 130:5,17	159:13 170:22	<b>page</b> 13:16 15:23
203:3 205:6	<b>operates</b> 141:13	147:23 157:19	184:11	16:1,5,6,7,8,10,18

16:21,22,22 17:4 17:5,5,8,22 22:13 25:4,9,10,16,16 26:1,17,18 28:23 29:4,4,6,13,14 31:1,2,22,23 32:7 32:8,24 34:7 39:1 39:2 44:10 54:16 54:16 68:17 69:9 71:3,18 77:21 82:10,12 86:6 92:6,14 94:6 99:11,12 111:24 116:20 118:24 120:23,23 123:22 129:2 130:12 134:11,17 135:21 139:17 141:11,12 141:21,24 142:17 147:18 150:5 152:13,16,17 155:21 168:19 177:22,23 178:1 207:16,16 208:22 209:5,23,24 <b>pages</b> 1:19 5:12,13 7:14 8:18 24:24 92:24 94:11 130:2 <b>pagination</b> 25:15 26:18,19 31:22 <b>pain</b> 120:13 <b>PALMER</b> 201:12 <b>paper</b> 20:7 110:1 110:16 <b>papers</b> 176:6 <b>paperwork</b> 18:15 <b>paragraph</b> 8:1,2 14:11 18:23 25:18 32:8 34:6 38:25 39:7 40:18 42:8 42:24 49:24 54:17 61:21 68:16 69:1 69:5 71:4 82:12 85:6 86:3 91:11 95:10,20,25	100:12 107:24 116:21 123:20 129:3 134:12,17 134:23 135:3,8 136:3 139:20 141:10,12 142:16 142:18 160:13,14 181:9 197:23 207:18 208:21 209:18,21,24 <b>paragraphs</b> 13:15 45:21 75:1 78:12 147:17 <b>parental</b> 208:3 <b>parliament</b> 2:3 <b>Parr</b> 6:12 <b>part</b> 1:12 2:7,9,10 3:10,13 7:3,24 11:1 20:15 35:8 39:4 50:13 51:9 62:6,11 63:10,17 69:13,21 71:1 94:4,21,22 95:7,7 102:19 111:25 114:10 115:24 120:22 126:13,22 139:18 143:11 144:14 146:10 147:1 157:1 162:16 169:6 177:21 178:3 182:17 184:18,21 184:22,23 187:2 188:1,11 194:15 194:15 201:25 202:1 204:16 205:10,11,25 <b>partaken</b> 134:1 <b>participants</b> 5:15 5:19 6:15 <b>particular</b> 1:12 11:6,8 103:9 136:4 157:8 161:21 163:9 175:12 195:14	201:25 206:15 <b>particularly</b> 32:2 36:20,22 37:4 41:15,18 43:19 47:25 48:24 61:12 67:11 77:12 99:25 100:14,23 101:2 103:20 106:12 113:12 114:8 117:12 119:14 126:19 129:19 140:23 160:19 162:22 195:21 202:9 <b>partly</b> 105:7,8 <b>partner</b> 160:5 167:3 <b>party</b> 49:1 <b>passage</b> 30:11 <b>passed</b> 89:6 195:10 <b>paste</b> 34:9 115:21 116:13 <b>pasted</b> 115:4,15 <b>pasting</b> 34:19 115:18 126:9 <b>Paul</b> 46:13 <b>Pause</b> 10:14 <b>Paxton</b> 74:21 75:9 75:16 <b>Paxton's</b> 149:8 <b>PDF</b> 105:3 <b>PDF'd</b> 107:13 <b>peer</b> 181:22 <b>pen</b> 107:11 190:12 <b>penultimate</b> 147:12 <b>people</b> 12:20 23:8 23:16 34:18 35:2 35:24 54:13 55:5 66:20 67:12,16,19 85:25 86:25 88:7 91:24 93:16 99:8 100:19,21 102:23 103:2 104:18 107:3,19 108:12 110:23 114:13	116:3 117:10 120:9,17 122:18 123:13 125:15,25 126:8 127:17 133:6 138:16 139:10 155:3,17 157:7 158:10 164:14 175:3 179:5,7 180:3,15 182:10 186:4 190:22 192:11 203:18 204:14 206:3 <b>people's</b> 103:15 <b>peppered</b> 35:21 <b>perceived</b> 111:17 115:9 <b>perception</b> 110:19 110:21,22 115:17 <b>perfect</b> 161:2 166:9 <b>perfectly</b> 97:9 160:1 161:8 <b>performing</b> 80:17 80:18 <b>period</b> 1:16 11:21 123:11 209:15 <b>permits</b> 143:14 <b>persist</b> 151:8 <b>person</b> 20:12,13 25:21 26:8 28:16 30:14 31:12 33:19 42:20 44:24 55:13 55:14 63:1,2,3 70:20 80:12 122:16 124:5 129:25 143:14 153:8,9 184:5 206:14 207:2 <b>person's</b> 27:13 37:14,15 <b>personal</b> 111:16 149:25 <b>personally</b> 41:21 137:23 <b>perspective</b> 48:15	53:4,5 137:11 188:22 192:5 <b>pertinent</b> 27:6 56:11 57:13 61:13 64:13,17 66:3 177:3 <b>Pete</b> 160:4 <b>photograph</b> 67:9 <b>phrase</b> 191:24 <b>phrases</b> 75:12 <b>physical</b> 121:10 211:19 <b>physically</b> 55:1 <b>pick</b> 152:6 <b>picked</b> 175:14 <b>Picking</b> 199:3 <b>picture</b> 19:25 31:18 34:24 37:5 51:4,5 59:3 61:15 65:13 65:18 69:24 77:4 78:20 115:8 203:25 <b>piece</b> 20:7 23:24 56:15 63:20 198:19 <b>pieces</b> 199:25 <b>Pilling</b> 121:7 169:16 <b>pilot</b> 49:14 50:11 50:13 <b>PIM</b> 74:22 75:9 <b>PIP</b> 75:11,13 <b>pitch</b> 160:2 <b>place</b> 20:3 22:18,20 23:1,2,20,22 24:10 33:14 38:11 40:13 43:16 58:3 62:24 72:7 82:1 83:13 86:11,13 90:8 91:13,16 99:9 100:6 107:2 112:16 116:25 121:11 125:25 126:3 129:11 154:14 155:2
--	--	---	---	---

164:20 165:11 180:4,19 181:5 192:9 194:17 199:11 209:15 <b>placed</b> 4:4 11:20 32:13 46:3 <b>places</b> 23:18 100:20 <b>plain</b> 2:13 156:25 <b>planned</b> 12:10 13:21 40:20 54:19 68:24 124:4 129:11 130:4 <b>planning</b> 132:4 147:21 <b>platform</b> 134:2 149:3 153:21 196:22 <b>platforms</b> 130:23 <b>play</b> 126:14 154:8 187:16 <b>please</b> 6:19 7:3,7,14 8:16,17 9:7,22 10:1 11:23 12:1 13:14 15:24 17:8 22:13 24:23 31:1 31:3,25 32:24 34:6 38:24 44:9 49:4,24 54:16 55:12 68:15 69:9 69:10 71:3,18 75:6 78:13 86:4 92:4 95:11 99:11 107:17 111:23,24 112:1 116:20 120:22 121:15 123:21 129:1 130:12 134:9 141:10,19 152:14 177:22 195:3 209:21,23 210:8,9 <b>pm</b> 68:7 109:19,21 159:6,8 212:15 <b>PNC</b> 27:1 32:10,15 56:6 61:6 <b>PND</b> 27:1	<b>point</b> 21:15,18 26:22 28:18 31:21 32:17,18 33:1,2 35:14 52:7 58:4 58:10,16,19,23 64:5,7 66:13,14 66:17,21 67:14,22 72:16 74:8 77:20 80:14 85:14 86:17 86:22 90:2 96:20 97:7 98:3 101:24 102:6 107:15 111:14 113:24 115:22 118:8 120:15 121:14 122:3,5 123:9 124:16 126:16 129:14 134:3,6 149:1,21 150:1,23 151:17,18 154:18 154:22 156:11 157:14,17 158:7,8 160:25 166:3 168:9,10 176:14 178:7 180:14 181:22,23 183:12 184:25 186:6 187:21 193:25 195:19 196:6,25 197:1,2 200:24 204:13 205:16,16 207:22 210:24 <b>points</b> 37:1 74:22 133:21 171:3 <b>police</b> 1:7 2:14,15 2:17 4:15,16,16 6:8 18:14 30:4 42:17,18,19 43:17 44:4 56:2 60:24 69:25 74:4 76:18 77:15 81:3 82:18 83:18 84:18 99:2 103:5 105:14,21 119:20 122:3 123:1 134:4 136:9	136:11,13,17,20 136:21 137:6,7 139:7,22 140:7,10 140:25 144:11 146:16 155:5 156:25 157:7,11 158:10,13 160:8 167:13 173:7 176:16 178:9 186:18,23,24 189:17,18 190:3,5 199:24 200:8,15 <b>policies</b> 4:7 13:19 32:21 40:13 41:18 68:11,20 74:25 75:2 76:25 134:9 147:21 163:5 166:5 171:5,20 173:6 186:17,22 <b>policing</b> 4:15 6:10 8:14 13:22 43:7 70:7,14,15 72:4 73:24 122:21 155:19 156:2 160:9 161:12,13 161:23 162:19 166:23 168:4 188:19,22 199:5 <b>policy</b> 3:3,17 4:2,10 5:22 12:8,11,14 13:1,25 14:8,15 14:21 15:3 16:15 16:18,21,25 19:10 20:21 22:12,21,25 23:2,20,22 35:5,8 35:11 36:4,7,8 41:2,8 46:8 51:18 52:20 69:2 70:14 72:6 74:18,22 75:5,9,20,21 76:1 76:2,5 77:8,11,13 77:18,25 78:5 79:21 80:4,12,14 80:20 81:6 82:17 83:17 87:2 98:9	99:22 100:4 102:25 118:11 123:18 124:9 128:14 134:14,19 134:24,24 136:13 137:16,22 144:9 147:24 148:1 152:2 163:7 164:23 168:23 173:3,4,12,24,24 173:25 174:3,15 175:17,21,23 176:1,2,8 177:8 177:12 178:13,24 179:4,5 181:11 182:2,13 184:19 185:25 186:2,7 190:25 191:2 192:15,24 193:3 194:3,6,14,21,24 195:6,8,14,16 196:18 198:3 199:20 <b>populate</b> 62:18 65:16 86:20 <b>populated</b> 62:19 126:25 211:20 <b>populates</b> 62:6 63:11,17 <b>portable</b> 190:7 <b>portal</b> 86:14 <b>portfolio</b> 83:16 <b>posed</b> 63:8 <b>poses</b> 206:14 <b>position</b> 3:3,5,22 5:8 67:21 69:25 73:12 119:21 134:13 138:23 141:9 148:3,24 150:3 155:8 164:9 164:10,15 180:2 192:20 199:4 200:14 <b>possession</b> 29:23 33:10 34:1,3	146:19 <b>possible</b> 2:19 4:1 4:12,22 5:22 22:7 31:18 41:1 67:21 72:5 100:3 113:1 120:5 152:18 155:2 162:3 164:1 164:13,14,24 167:15,18 182:24 189:9,14 190:22 191:9 192:22 199:18 204:12 207:23 211:18,25 <b>possibly</b> 107:2 145:13 208:15 <b>post</b> 82:5 83:5,12 83:12,18 88:1 <b>posts</b> 82:22,25 85:20 <b>potential</b> 3:13 27:20 45:16 113:17 114:5 131:4,5 146:3 158:11 190:13 <b>potentially</b> 19:25 20:10 21:6 23:9 37:2,18 38:19 65:6 105:4 183:13 192:15 <b>pound</b> 105:24 <b>PowerPoint</b> 62:6 124:5,10,14 125:10 126:14 127:2,18 <b>PowerPoints</b> 125:15 126:1 <b>powers</b> 194:2 <b>practicable</b> 2:4 107:8,12 <b>practice</b> 3:17 4:2,7 5:22 13:23 46:9 70:15,16 77:7 113:8 115:18 116:19 121:21 136:9,11,19,25
---	--	--	---	---

138:12 143:5,11 144:19 145:1 168:23 194:21 <b>practices</b> 12:18 43:15 68:11 165:24 167:5 <b>practitioner</b> 155:23 <b>practitioners</b> 108:21 139:7 172:6 <b>pragmatically</b> 145:7 <b>pre-2012</b> 158:19,24 <b>pre-determined</b> 131:12,19 <b>pre-empted</b> 131:7 <b>pre-planned</b> 12:3 13:9 14:25 15:2,6 23:9 36:24 38:10 44:8 55:10 68:13 91:23 98:21 204:18 <b>preceded</b> 2:12 <b>predominantly</b> 91:22 101:15 <b>prefer</b> 101:17 <b>preference</b> 102:10 111:16 <b>preferences</b> 101:17 <b>preferred</b> 132:15 <b>premises</b> 38:5 <b>preparations</b> 2:6 <b>prepare</b> 34:24 <b>preplanned</b> 37:2 <b>presence</b> 126:8 <b>present</b> 21:13 113:3 125:16,19 202:15 <b>presentation</b> 62:6 64:20 68:12 69:3 123:24 124:6 181:12 <b>presentations</b> 206:22 <b>presented</b> 19:4	38:12,22 57:16 68:23 71:5 138:9 160:16 168:18 174:16 183:10 <b>presenting</b> 106:21 <b>presents</b> 46:6 86:10 91:12 <b>press</b> 63:19 <b>presumably</b> 170:16 <b>presume</b> 150:11 <b>presumption</b> 154:22 <b>prevent</b> 116:17 133:16 <b>prevention</b> 153:2 <b>previewed</b> 211:11 <b>previous</b> 118:24 126:9 160:19 <b>previously</b> 103:21 119:9 129:6 148:18 164:25 173:8 208:7 209:8 <b>primacy</b> 78:5 81:21 149:14 <b>primarily</b> 201:22 <b>principals</b> 211:14 <b>principle</b> 72:25 122:21 <b>principles</b> 127:7 136:7 174:20 <b>prior</b> 119:3 <b>priorities</b> 84:9,15 193:5 <b>prioritise</b> 169:8 <b>prioritised</b> 124:12 <b>priority</b> 83:1 85:1 130:9 <b>proactive</b> 15:9 <b>proactively</b> 166:18 <b>probably</b> 2:24 15:25 23:14 27:17 27:18 36:14 44:23 91:9 96:25 101:14 107:21 121:7 129:15 139:13	190:10 208:12 <b>probationer</b> 173:6 <b>probe</b> 88:24 <b>probed</b> 34:25 <b>problem</b> 10:4,8 34:18 53:5 110:12 110:13 115:19,20 119:13 170:3 <b>problematic</b> 105:17 <b>problems</b> 78:12 119:5 190:15,16 <b>procedure</b> 14:3 16:12,24 54:18 71:5,13 72:11 73:2 129:7 135:15 136:1 141:16 173:16 210:2 <b>procedures</b> 39:20 40:6 71:20 72:7 72:19 75:18 78:24 81:25 135:10,14 148:15 149:11 170:15 209:13 <b>proceeded</b> 1:23 <b>proceedings</b> 154:3 163:23 <b>process</b> 1:16,18 5:14 6:1 21:9 23:25 24:5,7,10 24:15 27:4 28:6 35:3,23 38:23 42:11 48:9 64:2 80:6 89:25 96:2 99:20 100:6 101:20 104:14 107:2 111:3 113:7 115:1,24 116:3,10 117:9 120:22 128:14 130:4 136:24 138:1 139:4 144:19 145:3,6 149:22 155:24 161:2 162:5,6,16 164:5 170:23 172:6	176:4 177:5,16,18 179:16,22 180:4 181:5 183:3 186:11 188:2 193:15 194:19 <b>processes</b> 83:10 106:4 146:15 167:17 179:25 194:18 <b>procure</b> 135:1 137:23 <b>procurement</b> 134:10 139:4 140:15 <b>produce</b> 17:25 <b>produced</b> 25:21 <b>product</b> 49:7 91:20 96:25 132:25 207:4 <b>production</b> 112:19 126:4 <b>products</b> 12:25 <b>professional</b> 13:22 69:23 70:16 77:7 100:11 114:11 <b>profile</b> 27:1,9,9 37:11,21 56:1 203:15,20 204:1 <b>profiles</b> 113:1 125:21 126:9 130:23 193:17,19 <b>programme</b> 9:17 81:8 <b>programmer</b> 211:5 <b>progress</b> 47:13 91:15 163:11,13 163:16 166:25 168:8,24 169:19 170:16,21 181:14 199:1 212:5,7 <b>progressed</b> 50:15 79:7 <b>projecting</b> 32:4 <b>prompted</b> 44:20 <b>prompting</b> 103:11	<b>promulgate</b> 196:18 <b>promulgated</b> 195:7 <b>proofed</b> 137:12 <b>proper</b> 22:19 71:11 180:1 <b>properly</b> 62:14 <b>proportion</b> 1:24 <b>proportionality</b> 154:20 159:21 <b>proportionate</b> 51:5 63:7 64:15 65:13 <b>proposals</b> 133:16 <b>proposed</b> 46:16 63:6 152:2 <b>prose</b> 122:15 <b>prosecuted</b> 162:1 <b>prosecution</b> 162:17 <b>protect</b> 19:23 133:7 133:8 155:3 164:14,16 168:14 <b>protection</b> 154:16 159:21 <b>protocol</b> 50:4,15,19 51:7,10 <b>protocols</b> 42:9 75:2 146:15 <b>prove</b> 3:16 <b>provide</b> 26:25 29:12,22,25 31:3 73:2 74:9 99:19 112:7 133:24 139:4 182:24 199:16,18 211:19 <b>provided</b> 29:16 73:14 74:6 98:19 114:18 139:22 167:21 181:1 <b>providers</b> 51:23 <b>provides</b> 33:3 140:3 <b>providing</b> 132:17 207:24 <b>provision</b> 136:14 187:23 <b>provisionally</b> 46:11
--	---	---	--	--

<b>proximity</b> 31:17	175:9 176:5 186:8	109:17 143:2	<b>ran</b> 93:8 210:21	162:24 166:9
<b>PSNI</b> 42:18	192:9 197:10	146:20 159:1,9,18	<b>range</b> 39:10 130:23	172:1,2 181:2
<b>public</b> 3:2 5:7	203:9 204:1,2	160:1 171:4	196:21	203:8 204:13,23
19:15,15 45:4	207:1	178:22 188:25	<b>rank</b> 53:7 122:16	206:4
46:15 54:5 72:20	<b>puts</b> 63:22 79:15	201:5,6,10,11,12	122:19	<b>reason</b> 23:16 32:11
133:8 154:16	<b>putting</b> 18:9 41:16	201:19,21 207:14	<b>rating</b> 34:13	32:13 57:21 91:8
155:4 160:9	51:14 67:10 80:21	208:18 210:4	<b>rationale</b> 57:7,9,14	94:18 107:20
166:16 167:4,8	100:15 106:16	213:7,8,9,10	118:2,7 120:7	110:2 120:3
176:15 179:11	116:9 126:14	<b>queue</b> 105:5	<b>rationales</b> 120:4	121:16 145:13
180:20,21	149:3 158:5 180:4	<b>quick</b> 191:16 201:7	<b>re-accreditation</b>	161:21 175:14
<b>published</b> 2:3	186:3 187:21	<b>quickly</b> 41:1 82:21	194:16	192:19
35:19 138:6	192:11 202:21	82:21 118:4 120:5	<b>re-enhanced</b>	<b>reasonable</b> 2:4
<b>pull</b> 97:3		140:25 151:24	184:21	33:16 125:6
<b>pulled</b> 23:17	<b>Q</b>	178:3 183:19	<b>re-evaluations</b>	<b>reasonably</b> 136:16
<b>pulling</b> 161:5	<b>QC</b> 169:1	<b>quite</b> 32:4 36:20	153:5	<b>reasoning</b> 76:20
<b>purchase</b> 136:4	<b>qualified</b> 9:13	41:11 45:10 52:17	<b>reach</b> 10:6	<b>reasons</b> 45:25
<b>purely</b> 15:13	<b>quality</b> 35:23 36:2	54:13 64:14 97:13	<b>reached</b> 3:3 5:9	76:19 88:14 105:8
179:14	68:11,22 69:3	100:21 105:9	<b>reacting</b> 206:18	105:9 112:16
<b>purpose</b> 5:17 26:16	93:17 181:11,17	136:25 137:1,8	<b>read</b> 8:7 33:1 34:9	121:22 164:18
62:7 88:9 92:24	181:18 183:9	153:11 155:13	34:23 46:18,20	<b>reassure</b> 131:25
136:15 178:10	193:14,16 194:10	170:14 171:3	91:14 122:11,17	187:19
179:8,19 180:24	194:21	174:8 177:19,24	137:3 169:23	<b>receive</b> 4:23 12:21
180:25	<b>quantity</b> 1:13	179:2 183:19	<b>reads</b> 33:2	87:11 122:1
<b>purposes</b> 12:10	<b>quarter</b> 81:17 84:8	189:21 191:13	<b>ready</b> 66:21 74:23	<b>received</b> 5:12 17:12
13:21 68:13,23	84:13 118:12	192:12 200:8	75:10 81:11	20:8 77:24 94:19
71:11 210:19	182:19,23 193:8	206:3 208:1	<b>real</b> 54:6 74:11	97:22 133:10
<b>push</b> 132:23 146:21	193:10	<b>quote</b> 137:2	115:9 160:17	<b>receiver</b> 89:21
146:21	<b>quarterly</b> 100:8	<b>quotes</b> 136:19	162:19 164:13	<b>receiving</b> 20:13
<b>pushed</b> 146:9	104:12 118:10		<b>real-time</b> 58:6	131:5
<b>pushing</b> 151:18	<b>query</b> 115:17	<b>R</b>	164:4 191:16	<b>recognised</b> 114:21
196:24,24	168:21	<b>RA</b> 34:10	<b>realise</b> 39:9 132:23	115:19 160:14
<b>put</b> 8:3,3 9:1 27:18	<b>question</b> 11:14,15	<b>racking</b> 182:14	188:16	187:17
30:6,16 32:19	13:18 14:12,14	<b>radio</b> 129:21	<b>realised</b> 40:1	<b>recognising</b> 170:3
53:13 56:23 59:17	61:19 91:9 145:20	197:22,24 198:4,5	132:11 146:2	<b>recollection</b> 149:25
67:7,12,17 83:12	147:20 150:4	198:13,22	148:14	<b>recommend</b> 2:15
84:24 90:4 93:6	152:3,14 153:11	<b>raft</b> 2:16	<b>realising</b> 119:13	<b>recommendation</b>
93:12,13,15 95:2	153:12,13,16	<b>raise</b> 4:13 108:14	<b>realities</b> 54:9	4:24,25 130:1
101:5 107:2,7,13	155:18 157:1	109:4	<b>reality</b> 64:21 79:5	152:18
107:18 118:4,18	161:21 176:3	<b>raised</b> 1:11,22 99:6	204:22	<b>recommendations</b>
134:5 143:17	178:18 182:12	108:8,9,11,16	<b>really</b> 9:24 18:8	1:8 2:8,14,17 3:6
144:22 145:8,13	202:23	143:22 152:7	40:2 44:21,22	4:13,22 6:4 7:13
146:12,23 147:6	<b>questioning</b> 3:21	164:4 168:16	54:8 58:12,13	48:5,10,19,20
147:20 150:24	6:14 11:11	189:4 197:11	61:2 62:10 64:12	49:12,21 69:22
162:2 163:22,24	<b>questions</b> 3:12,20	<b>raising</b> 108:19	65:9 91:14 102:23	70:2,12 130:3
164:7 169:4,21	6:15 7:8 27:3	141:6	122:25 161:4	148:17 164:2

166:17 170:22,25 <b>recommended</b> 83:23 <b>record</b> 53:15 75:7 92:25 113:18,25 119:1 121:24 122:23 129:20 190:4 208:20,21 <b>recorded</b> 89:6 91:20 114:19 117:2,17 118:9 124:7 129:25 178:9,11 197:25 198:4,6,13,15,18 <b>recording</b> 48:7,24 95:18 111:21 113:16 115:8 117:11 118:1 129:21 178:8 <b>records</b> 113:15 115:6 182:4 189:21 <b>recruited</b> 85:8 <b>recruiting</b> 80:6 <b>recurring</b> 79:12 <b>redacted</b> 198:25 <b>redaction</b> 5:14 <b>redrafting</b> 4:3 <b>reduce</b> 99:7 203:2 <b>reduced</b> 202:19,21 <b>reemphasised</b> 31:21 <b>refer</b> 14:5 69:6 124:11 174:11 181:14 191:6 208:20 <b>reference</b> 1:4,12,22 2:7,10 79:14 93:3 97:18 134:25,25 143:10 153:13 166:12 167:12,20 167:21,24 168:18 168:19 169:2,5,15 169:18 170:4 176:23,24 207:23	<b>referred</b> 14:16 92:14 119:8 136:24 159:20,21 159:24 160:12 162:17 163:17 174:5 176:20 208:2 209:2,8 <b>referring</b> 15:13 26:4,24 27:4 28:6 44:12,15 73:16 82:16 131:18 132:13 140:1 141:19 142:17 164:9 166:14 <b>refers</b> 23:18 25:9 117:13 166:15 207:25 <b>refine</b> 86:20 211:6 <b>reflect</b> 106:24 115:12 139:22 <b>reflected</b> 74:10 141:8 <b>reflection</b> 140:2 <b>reflective</b> 106:19 <b>refrain</b> 165:3 <b>refresh</b> 58:9 <b>refreshed</b> 163:8 182:10 185:21 <b>refreshing</b> 12:25 <b>regard</b> 2:9 12:12 12:15,18 30:5 35:18,20 69:25 74:12 78:6 99:20 100:2 108:1 116:19 117:12,15 124:22,25 128:4 129:19 133:9 137:22 139:11 160:19 161:11 187:7 <b>regarding</b> 18:16 40:19 43:15 73:12 83:22 112:5 131:2 135:18 <b>Regardless</b> 72:24	<b>regards</b> 139:8 <b>regime</b> 85:9 <b>region</b> 9:25 40:12 53:11 54:3 72:18 74:14 77:15 78:17 78:21 79:19 81:7 81:13,24 82:19,24 83:24 85:5 122:9 141:13 142:22 143:13 144:2,3,17 149:13,16 161:9 207:24 <b>regional</b> 8:5,9,14 9:23 10:18,24 11:2,4 13:1 39:8 39:25 40:21 42:9 42:16 44:23 45:12 74:19 75:2,17,21 76:1,4,5,24 77:25 79:20 81:14 82:17 83:2 85:7,8 141:9 143:15 144:6 148:3 161:10 207:17 <b>regionalisation</b> 76:15 <b>regionally</b> 165:16 <b>regions</b> 164:23 <b>regular</b> 185:20 <b>regularly</b> 96:23 155:23 <b>regulates</b> 137:15 <b>reinforce</b> 77:4 132:6,8 138:24 149:4 152:7 202:10 203:8 <b>reinforced</b> 115:17 132:16 <b>reinforces</b> 128:22 188:6 <b>reinforcing</b> 150:25 162:24 <b>reintroduced</b> 79:11 <b>relate</b> 4:14 31:8,9 175:12	<b>related</b> 68:10 156:4 171:12 <b>relates</b> 12:8 132:17 <b>relating</b> 2:6 5:4 30:1,10 84:4 207:18 <b>relation</b> 11:6 15:14 18:8,10 19:21 23:3,6 33:24 36:22 37:17 40:13 41:11,15 47:25 48:2,15 71:22 79:25 122:20 141:3 153:8 157:12 171:25 172:1 173:13 176:17 <b>relentless</b> 132:22 151:19 192:3 <b>relevance</b> 35:1 59:2 135:17 <b>relevant</b> 21:15,20 26:25 27:1,14 28:1,19 29:22 33:25 35:4 40:20 43:16 46:4 56:11 57:23,24 61:17 62:15,18 63:22 65:1,9 67:7 71:6 74:19 86:25 98:3 116:11 119:25 124:22 126:11,20 128:5,24 136:17 160:7 184:25 185:3 194:1 202:22 203:9 <b>reliable</b> 93:21 <b>reliance</b> 76:2 115:3 <b>rely</b> 36:1 61:8 62:14 104:10 149:11 158:14 177:17 <b>remain</b> 7:3 71:12 80:11 84:3 <b>remained</b> 15:3,5	<b>remaining</b> 171:3 <b>remains</b> 112:15 <b>remarks</b> 1:3 213:3 <b>remedied</b> 111:9 <b>remember</b> 108:17 109:2 147:5 158:18 159:12 <b>remind</b> 61:24 123:6 <b>reminder</b> 116:18 <b>remotely</b> 189:12 <b>remove</b> 57:8,12 <b>removed</b> 22:21,23 24:1 57:10 179:1 <b>removing</b> 58:20 <b>repeat</b> 100:20 134:16 <b>repeatedly</b> 170:14 <b>repeating</b> 110:25 <b>replace</b> 138:12 <b>replaced</b> 76:3 179:5 <b>replacement</b> 179:20 <b>replicate</b> 30:3 <b>replicated</b> 188:19 <b>replying</b> 173:21 <b>report</b> 1:21,24 2:2 2:5 3:7,18 47:15 49:8 69:13 79:23 79:24 81:1,23 133:10 139:18 152:21 153:3 199:2 <b>reported</b> 49:11 129:6 <b>reporting</b> 75:8 96:7 117:15 <b>reports</b> 75:9 162:8 198:24 <b>represent</b> 160:4 201:20 <b>representation</b> 2:20 <b>representations</b> 100:1 107:25
---	--	--	---	--

108:3 <b>representative</b> 138:15 <b>representatives</b> 6:14 32:3 <b>represented</b> 155:17 <b>represents</b> 170:5,6 <b>request</b> 28:12,16 49:1 127:15 <b>requested</b> 78:9 81:7 <b>requester</b> 28:10 <b>requesting</b> 35:14 <b>requests</b> 4:6 31:24 49:4 122:18 <b>require</b> 1:5 33:23 75:5 90:21 205:19 <b>required</b> 5:6 28:24 35:25 73:2 75:18 76:4 107:20 113:12 126:11 152:5 161:12 184:8 202:7 <b>requirement</b> 75:22 86:12 87:6 90:13 93:9 134:15,20 136:12 138:24 143:2 149:15 <b>requirements</b> 124:24 137:17 143:1 <b>requires</b> 17:18 45:19 102:12 103:9 114:3 130:5 131:1 157:2 158:1 194:7 <b>requiring</b> 104:23 105:16 136:14,18 136:22 139:1 <b>Rescue</b> 4:19 <b>research</b> 34:15 138:25 <b>resistance</b> 102:11 <b>respect</b> 73:2 113:1 144:8 171:5,6	175:18 176:8 178:24 186:17 195:1 <b>respects</b> 114:25 <b>respond</b> 153:12,18 155:9 183:18 <b>responded</b> 153:11 <b>response</b> 17:18 30:16,25 31:14 46:15 49:18 55:4 78:2,3 82:4 88:18 96:11 126:24 132:1 153:15,17 155:19 156:21 166:20 184:22 <b>responsibilities</b> 17:4 73:3 77:12 78:1 131:3 <b>responsibility</b> 4:14 75:23 76:4,25 80:4 122:4 123:1 129:18 137:6 162:25 165:24 205:17 <b>responsible</b> 54:14 76:6 124:1 136:12 136:21 183:8 <b>rest</b> 11:2 <b>result</b> 24:3 35:24 40:1 44:25 48:11 58:11,17 60:13 82:20 84:8 87:19 102:3 107:1 115:16 117:7,14 117:19 145:11 148:10,12 149:7 154:5 165:11,18 165:25 168:2 176:15 179:9 180:21 <b>resulted</b> 156:1 <b>retain</b> 138:24 145:4 172:3 <b>retained</b> 78:23 114:23 145:23,24	149:18 157:3 <b>retention</b> 119:4 174:24 <b>retrospective</b> 107:22 <b>retrospectively</b> 121:17 <b>return</b> 88:15 163:2 <b>revealing</b> 20:19 41:20 158:4 <b>revelation</b> 188:4,6 <b>review</b> 22:14,17,19 34:9 35:9,10 43:14 45:15,25 46:6,7,11,17,24 47:13,15 52:10,13 69:13,19,21 70:3 70:8,13,23,24 71:1,5 74:7,11 79:13 80:22 89:15 104:12 111:2,25 112:4 114:16 115:12 116:22,25 118:12 121:9,12 128:23 129:1 130:15 131:17 135:2 142:1,10,14 146:10 154:19 155:24 156:15 160:9,17 161:22 165:4 166:13,25 168:6,20,24 170:14 180:16,18 181:22 187:2,4,9 188:3 191:12 194:14,22 204:16 <b>Review's</b> 117:15 <b>reviewed</b> 23:11 36:18,19 37:9 42:12 71:7 100:7 128:9 129:8 142:6 144:25 147:5 155:22 180:20,21 <b>reviewing</b> 27:4 151:8 194:11	<b>reviews</b> 52:9 81:23 153:5 <b>revise</b> 23:6 <b>revised</b> 71:8 <b>rewriting</b> 161:6 <b>Richard</b> 6:9 <b>richer</b> 203:25 <b>right</b> 7:11,17 8:10 8:11 9:11,18,20 12:6,10,11,14 15:16,25 20:13 22:18,19 23:15 24:11,13,17,24 25:12,22 29:17 32:8 36:15 38:10 38:13,14 45:6 47:4,9 49:17,17 50:6,22,24 51:2 52:3,5,5,10,12 54:4 57:4 61:11 62:10 65:17 82:16 82:18 88:7,7 90:16 91:18 92:15 92:16,25 93:2 94:11 96:9 98:4 98:14,20 103:18 105:17,18 109:13 109:14 117:10 129:25 134:19 138:13,17,18 146:7 150:8 154:15 162:13 166:11 171:14 172:7 175:17 180:1,14 183:20 186:9 188:21,22 188:22 191:1 196:11 198:16 199:22 200:13 204:17,18 209:6 210:9,19,22 211:6 <b>right-hand</b> 7:15 <b>rightly</b> 123:13 155:14 208:6 <b>rights</b> 154:20	159:20 208:3 <b>rigorous</b> 3:1 <b>rigorously</b> 194:7,22 <b>risk</b> 12:22 17:15 18:25 19:7 20:19 21:22 33:4 34:12 36:10 37:1 39:20 41:1,7 47:19 56:22 57:3 58:9 58:25 60:6,8 62:11 67:16 114:9 136:24 154:21 160:20 171:9 184:9,11 185:19 205:8,22 211:14 <b>risks</b> 41:7 136:17 157:4 166:23 <b>rival</b> 158:11 <b>Rob</b> 52:2 60:4 <b>robust</b> 163:22,24 167:15,17 177:5 184:12,14 186:17 193:17 <b>rocket</b> 190:11 <b>ROCU</b> 11:3 43:17 44:4 45:12 46:2 50:24 51:9,21,21 52:21 <b>ROCUs</b> 11:2 40:4 <b>Rodney</b> 152:21 154:6 <b>role</b> 54:11,14 80:17 80:18 148:23 154:8,25 187:15 193:17,19 <b>roles</b> 17:4 61:13 <b>roll</b> 189:20 <b>rolled</b> 173:9 199:9 204:20 <b>rolling</b> 53:11 189:16 195:13 199:7,8 <b>room</b> 113:13 <b>roughly</b> 125:2 <b>round</b> 100:24 133:4
--	---	---	---	--

170:1 192:24 206:18 <b>rounds</b> 146:18 <b>routinely</b> 117:1,17 <b>Rovers</b> 156:24 <b>rule</b> 5:24 75:4 <b>rules</b> 186:8 <b>Rumney</b> 46:13 <b>run</b> 15:1 94:10,23 96:2,19 97:2,18 132:14 <b>running</b> 60:4 67:11 87:17 93:7 94:25 97:4 128:6 182:21 210:5 <b>Russ</b> 16:25 <b>Ryan</b> 46:13 120:25 122:18 123:4	174:19 210:9 <b>says</b> 16:11 18:12 25:18 26:23 29:7 29:11,21 31:2 32:9 33:11 34:8 45:24 57:5 72:3 72:17 75:3,16 77:21 78:14 96:6 107:24 112:3 116:21 118:19 121:6 129:5,13 131:9,21 136:8 139:20 143:9 145:2 167:6 211:13 <b>scanning</b> 155:25 <b>scenario</b> 198:17 <b>scenarios</b> 197:8 206:22 207:1 <b>science</b> 190:11 <b>scientific</b> 140:7 <b>scientifically</b> 139:24 <b>scope</b> 46:17 50:19 <b>scoring</b> 172:6 174:23 <b>Scotland</b> 42:19 <b>screaming</b> 207:8 <b>screen</b> 56:16 <b>scrutinies</b> 56:25 <b>scrutinise</b> 53:7 56:10 179:25 204:23 <b>scrutiny</b> 3:2 51:2 54:15 58:15 176:15 177:16 <b>searching</b> 5:21 <b>seat</b> 10:7 <b>seated</b> 7:3 <b>second</b> 1:8 2:7,9 20:21 25:18 33:1 61:21 68:9 69:10 92:20 93:10 95:7 100:12 107:24 111:24 164:11	168:19 <b>seconded</b> 10:22 43:3 <b>secondly</b> 4:5 76:22 143:10 147:1 <b>secondment</b> 80:8 <b>Secretary</b> 2:3 137:10 138:2 143:25,25 144:13 145:12 <b>section</b> 26:20 29:5 29:7,12,13 31:4 32:25 33:22 37:20 75:13 92:13 136:9 <b>secure</b> 33:19 46:3 <b>security</b> 33:15 <b>see</b> 7:16 15:21 16:18 22:13 25:9 26:2 27:24 28:24 29:5 31:1,21 32:8 34:4 35:20 42:23 44:18 48:12 57:6 61:14,16 62:19,22 62:24 64:19 65:14 65:22 85:1 86:1 90:12 92:14,20 94:11 104:9 118:15 124:19 125:11 135:22 137:15,20 142:1 149:16 166:9,11 184:6,11 204:4 205:22 207:5 <b>seeing</b> 102:3 123:6 182:18 <b>seek</b> 5:18,20 22:3 28:14 89:1 96:19 154:11 <b>seeking</b> 167:14 205:17 <b>seeks</b> 46:8 166:18 <b>seemingly</b> 71:7 <b>seen</b> 58:18 74:11 83:1 91:6 105:25 130:14,14 149:8	202:18 203:14 206:21 <b>seized</b> 159:14 <b>selected</b> 17:24 80:20 <b>selectively</b> 137:2 142:23 <b>send</b> 103:1 183:6 <b>sends</b> 183:3 <b>senior</b> 103:4 105:14 122:13 123:17 132:3 154:24 <b>sense</b> 2:18 4:2 45:14 47:21 60:11 62:2 123:9 143:8 <b>sensible</b> 119:18 <b>sensitive</b> 17:17 18:8 42:10 43:16,20 44:1 45:17 88:22 89:23 <b>sent</b> 4:21 19:7 35:19 99:13 107:4 117:24 119:8 122:2 127:4,5 166:12 <b>sentence</b> 39:14 61:22 96:6 107:23 144:14,15 146:5 147:2 <b>separate</b> 25:20 50:10 85:11 97:14 134:8 141:13 <b>September</b> 135:9 <b>sequence</b> 102:10 103:10 114:3 <b>sequentially</b> 11:23 84:25 <b>sergeant</b> 74:21 75:9 75:16 80:22 149:8 <b>series</b> 47:12 97:12 <b>serious</b> 14:25 17:20 23:23 54:22 55:8 57:1 59:10 65:14 88:1 96:23 179:13 179:16	<b>serve</b> 101:19 114:25 <b>service</b> 2:15,17 43:17 44:4 139:22 189:17 200:8 <b>service's</b> 139:23 <b>services</b> 4:19 9:17 31:11 198:22 211:5 <b>session</b> 191:18 <b>sessions</b> 87:16 100:11 150:24 162:23 182:11 205:13 <b>set</b> 4:22 10:24 46:18 47:3 67:22 76:8 77:4 103:8 <b>sets</b> 67:23 137:25 174:15 <b>setter</b> 179:13,16 181:7 <b>setting</b> 162:25 <b>settled</b> 20:12 21:8 166:5 <b>settlement</b> 21:25 <b>settling</b> 20:22 <b>seven</b> 25:4 <b>SFC</b> 9:13 28:14 51:3 58:22 65:18 66:2 99:21,23 100:9 102:6 104:3 104:13 106:13 107:22 114:16,19 121:17 127:15 134:3 188:23 191:8 212:2,5 <b>SFCs</b> 40:3 42:17 49:17 50:25 52:4 65:11 88:5 98:19 99:22 101:10 103:22 105:10 106:9 119:17,19 121:4 123:25 128:16 187:14 191:7
<b>S</b>				
<b>SACMILL</b> 138:3 <b>safe</b> 38:2 154:8 161:8 167:16 <b>safest</b> 206:7 <b>safety</b> 67:5 <b>salient</b> 28:19 <b>sample</b> 100:8 132:20 182:7 <b>sampling</b> 182:3 <b>sash</b> 158:4 <b>sat</b> 60:21 <b>satisfied</b> 51:3 176:13 181:5 <b>satisfy</b> 115:1 <b>save</b> 2:20 <b>saw</b> 41:7 132:11 141:22 166:8 <b>saying</b> 28:3 73:7 75:15 90:19 91:5 93:11 98:15 102:21 106:18 107:1 109:4 113:22 126:10 156:7 165:19 168:7 169:10				

<b>SFO</b> 64:19	204:7	187:14 188:14	37:10	75:22 76:3,7
<b>share</b> 88:23 172:3	<b>signposted</b> 35:11	<b>sir</b> 3:5,8,21 6:5 7:4	<b>SOCG</b> 210:18,19	77:24 78:16,18
<b>shared</b> 54:22 56:16	<b>signposts</b> 36:25	11:9 12:11 18:3	210:21	79:11,12,16,20,21
56:19 63:14 85:4	88:6	20:14 21:10 24:21	<b>social</b> 31:10	81:14 83:22 84:1
115:5	<b>signs</b> 163:19	29:3,18 39:13	<b>SOCPIT3</b> 40:3	124:12 148:4,11
<b>shed</b> 33:12	<b>silos</b> 40:3	41:12 43:8,12,21	<b>SOCTAB</b> 55:6	149:15,21 150:6
<b>Sheena</b> 142:4	<b>silos</b> 39:19 40:2	44:7 45:7 47:1,5	210:12,13 211:20	164:19 182:20
<b>sheet</b> 128:7 135:23	45:10 154:2	47:11 49:13 50:7	<b>soft</b> 79:5 137:24	<b>sorry</b> 8:20 11:4
<b>shelf</b> 175:9	165:20 188:8	50:13,14 51:22	<b>software</b> 56:15	15:22 16:5,9 36:6
<b>Shire</b> 15:17 38:15	<b>similar</b> 155:18	52:3 53:4 54:25	63:20	36:8 45:3,5 53:4
70:17 97:11	176:10	60:19 62:10 68:8	<b>solution</b> 42:20 90:8	53:21 55:8 64:8
<b>shooting</b> 160:11	<b>similarities</b> 153:23	69:8 70:22 71:15	90:10 189:10,13	66:8 73:15 80:17
<b>short</b> 4:19 11:20	<b>Simon</b> 6:11	73:9 109:9,12,16	189:14 190:7	82:7,16 86:6
68:1,6 159:5,7	<b>simple</b> 2:18 97:9	109:22 147:12	<b>solutions</b> 41:6	89:10,13 94:3
201:2	<b>simply</b> 2:11 30:3	152:22 159:3	190:23	109:12 110:21
<b>short-circuit</b> 164:7	35:2 67:8 73:1	174:3,18 178:18	<b>solve</b> 189:3	134:16 144:1
<b>shortcomings</b> 6:3	101:8 113:25	179:21 201:7,10	<b>somebody</b> 26:13	145:25 147:13
<b>shorthanded</b>	115:20 128:6	201:11,12 209:5	30:7,10 33:10	157:15 172:10,12
177:24	164:5 194:13	212:9	38:16 52:1 93:14	174:3 177:24
<b>shortly</b> 46:24 92:8	<b>simulated</b> 87:22	<b>sirens</b> 158:21	168:12 183:5	179:10 193:9
137:25	128:18 187:13	<b>sit</b> 6:23 7:2,7 44:25	207:7	198:10,11 200:2
<b>shoulders</b> 205:23	<b>simultaneously</b> 2:5	84:3 86:2 91:24	<b>soon</b> 2:4 100:3	209:6,19,20
<b>shouting</b> 207:8	<b>sincere</b> 167:5	176:13	107:12 120:5	<b>sort</b> 21:23 77:19
<b>show</b> 4:6 130:17	<b>single</b> 97:10,13	<b>sits</b> 56:1 176:3	158:3 191:9	88:1 92:3 96:22
164:20	133:25 152:10	<b>sitting</b> 10:2 202:2	192:22 195:7,11	105:25 139:12
<b>showed</b> 22:1	181:7 184:23	<b>situation</b> 15:18,20	199:18	140:24 174:16
<b>shown</b> 64:24	193:24 206:23	52:1 97:11 106:13	<b>SOP</b> 51:8,9 71:8	182:22 202:3
<b>shows</b> 56:5	<b>SIO</b> 26:12,13,14,15	119:19 133:23	74:20 75:16 76:16	203:20
<b>side</b> 6:23 7:12 32:4	27:18 38:7 48:8	193:23 206:15	81:9,13,17 84:4	<b>sorted</b> 200:10
60:5 80:8 94:24	55:18,19 56:9,19	<b>situations</b> 107:8	84:18,20 87:4	<b>sorts</b> 138:3
147:14 189:25	56:20 57:15 58:8	<b>six</b> 4:21 9:24 10:20	98:15 112:6,10,16	<b>sought</b> 5:3 211:5
190:25	60:4 62:25 63:13	51:20 77:17	124:9 128:12,21	<b>sound</b> 10:13 73:1
<b>sight</b> 10:13	65:17 66:11 86:9	<b>size</b> 101:1 120:8	130:7 133:20	76:20
<b>sign</b> 8:5 74:24	86:11,18 87:10	<b>skip</b> 17:3 78:11	135:9,11 141:20	<b>sounded</b> 146:1
75:10	91:12,14 97:2,22	<b>slide</b> 130:15	141:23,23 142:10	<b>sounds</b> 105:9
<b>signature</b> 7:19 8:21	113:2 125:16,21	<b>slightly</b> 92:2 122:12	143:2 144:25	201:16
8:22	126:10 128:4	<b>slow</b> 49:2 53:21,23	146:11 149:2	<b>source</b> 18:7 19:24
<b>signed</b> 189:12	183:3,5,8,25	53:24 55:23 65:8	151:12 158:6,7	20:16 61:6 65:5
<b>signed</b> 8:8 47:24	187:4,24 193:21	65:20,23 155:13	161:6 163:13	<b>south</b> 42:18
48:17 49:20 50:18	210:17	163:17 167:13	165:5 182:16	<b>space</b> 92:16 105:6
169:15 180:11	<b>SIO's</b> 56:21 90:2	<b>slowly</b> 55:11	194:25 203:6,9	195:15
209:11	<b>SIO/firearms</b> 50:3	159:23	207:17 209:15	<b>spacial</b> 207:4,9
<b>significant</b> 1:13	<b>SIOs</b> 40:3 50:25	<b>small</b> 146:4	<b>SOPs</b> 71:24 72:12	<b>span</b> 193:15
156:1	51:24 54:23 59:19	<b>smoke</b> 65:22	72:19,25 73:4,13	<b>speak</b> 12:4 45:18
<b>signpost</b> 23:8 99:7	88:4 128:15	<b>snapshot</b> 27:9	74:8,13 75:8,18	51:15 59:8,15

112:19 157:22 199:14 <b>speaking</b> 16:2 19:1 50:11 62:8 <b>speaks</b> 18:17 125:13 136:6 178:15 <b>special</b> 85:3 105:19 125:4 135:6 136:14,18,22 139:1,13 193:5 <b>specialist</b> 9:9 10:19 72:21 134:10,15 134:21 135:1,18 137:4,16,24 138:6 139:9 141:3 142:10,18,21 143:3,16 144:17 145:2 146:11 207:19,24 <b>specific</b> 12:11,14 14:24 41:14,17,22 42:3,3,4 48:2 53:6 53:17 67:4 72:24 79:11 80:4 93:11 131:8 135:6 137:22 141:5 145:10 154:5 163:7 171:25 175:4 177:12 186:2 203:23,24 206:20 <b>specifically</b> 12:8 13:2 33:6 55:10 57:1 65:5 78:9 83:7 90:17 144:16 152:3 155:1 168:23 202:22 <b>spend</b> 25:8 <b>spending</b> 106:15 <b>spin</b> 193:23 <b>spinning</b> 63:4 111:2 <b>spirit</b> 77:8 81:21 155:15 186:11	203:10 <b>splurge</b> 20:6 <b>spoke</b> 21:25 73:17 112:4 <b>spoken</b> 52:21 74:6 75:20 <b>spontaneous</b> 14:18 55:4 91:25 92:2 98:25 101:2 117:12 120:1 129:11,20 179:14 204:17 <b>spreadsheet</b> 210:21 <b>Spurgeon</b> 211:9 <b>staff</b> 19:3 35:17 80:7 85:20 126:5 182:2 <b>staffed</b> 83:5 85:22 <b>staffing</b> 80:1 <b>stage</b> 3:1 5:7,20 6:1 22:6 28:11 38:23 85:24 106:4 115:14 131:1,2 161:14 211:1,3,7 212:8 <b>stages</b> 170:16 172:11 <b>stake</b> 46:9 <b>stamp</b> 58:3 <b>stamped</b> 62:21 <b>stance</b> 139:3 153:21 161:10 <b>stand</b> 7:1 111:13 147:9 163:4 <b>stand-alone</b> 14:18 14:20 15:9 36:10 60:22 179:15 <b>standard</b> 71:4,13 71:20 72:19 117:3 129:6 136:1 141:15,17 148:14 149:10 170:15 173:15 196:12 209:13 <b>standardisation</b>	130:5 <b>standardised</b> 114:23 129:12 <b>standards</b> 3:12 99:9 <b>standing</b> 39:20 78:23 95:2 141:13 <b>standpoint</b> 168:7 <b>start</b> 3:8 12:1 15:25 41:16 46:24 50:22 51:17 52:6,11 53:11 58:16 60:9 64:19 65:16,16 68:15 79:21 80:9 93:25 105:3 154:21 159:19,25 162:5,24 182:2 191:17 212:13 <b>started</b> 39:8 47:1 63:1 97:10 104:11 104:12 117:20 140:7 164:3 169:10 188:7 199:7,8,11 <b>starting</b> 58:25 90:2 132:21 196:25 <b>starts</b> 50:24 52:9 94:4,6 165:17 166:24 178:2 <b>state</b> 138:2 143:25 144:13 145:12 192:16 <b>stated</b> 76:6 <b>statement</b> 7:16 8:19,23 9:1 13:13 13:14,16 30:19 38:25 39:4 40:14 48:13 49:24 59:21 68:16 69:7 82:10 82:11 86:3 95:11 123:21 134:11 137:21 141:10,22 147:18 152:14 181:9 183:2 191:6 197:21 200:6	208:21,25 209:18 209:21 <b>statements</b> 1:14 5:13 7:12 160:12 <b>states</b> 136:11 200:7 200:8 <b>static</b> 152:4 195:23 197:4,7 <b>stating</b> 123:11 <b>Stationary</b> 197:13 <b>status</b> 26:16 28:22 <b>statutory</b> 145:1 <b>stenographers</b> 49:2 201:3 <b>step</b> 58:21 <b>stepfather</b> 201:21 <b>steps</b> 157:3 <b>sterile</b> 67:22 <b>stock</b> 103:21 <b>stop</b> 97:17 109:13 116:7,8 119:6 131:11 132:7 149:3,19 154:14 198:10 200:25 <b>stopped</b> 116:1,2 119:7 149:22 <b>stopping</b> 57:11 156:4 <b>stops</b> 67:16 96:19 97:6 116:10 197:13,13 <b>storage</b> 19:8 105:5 107:14 120:7 <b>store</b> 62:19 104:9 137:24,24 <b>stored</b> 23:7 118:4 142:24 191:16 <b>storing</b> 99:21 <b>storm</b> 161:2 166:9 <b>strategic</b> 9:12 86:23 99:16 102:25 119:15 122:4 133:25 135:2 155:23 172:2	<b>strategy</b> 124:3 178:16,17 <b>Straw</b> 108:12 159:9 159:10 201:6,7,18 201:19,20,20 202:5,17,24 203:2 203:11,14,18 204:8 205:1,21 206:9,13 207:11 213:9 <b>strike</b> 205:1,8 <b>strive</b> 192:4 <b>Stroke</b> 172:25 <b>stronger</b> 165:10 <b>strongly</b> 128:12 <b>structure</b> 100:22 102:11 114:13 <b>struggling</b> 84:24 <b>style</b> 122:15 <b>subject</b> 6:15,16 25:13,20,24 31:7 31:9,16 33:19,24 34:4 37:10,21 38:18 55:25 56:1 72:20 75:13 113:1 125:20 127:21 144:23 145:15 171:17 184:24 199:6 200:18 203:15,19 204:1 <b>subjects</b> 67:6 124:22 155:4 156:6 157:6 <b>submission</b> 119:4 <b>submissive</b> 122:13 <b>submit</b> 55:19 172:7 173:7 <b>submitted</b> 118:22 <b>submitting</b> 26:3 <b>subsequent</b> 18:14 81:23 97:15 113:19 <b>subsequently</b> 145:23 <b>substance</b> 17:10
---	--	---	--	---

93:20 <b>substantial</b> 1:24 174:9 176:8 <b>successfully</b> 9:16 <b>successor</b> 70:19 <b>suddenly</b> 141:1 <b>suffice</b> 107:21 <b>sufficient</b> 86:23 <b>suggest</b> 19:10 66:6 75:17 88:17 137:4 176:12 <b>suggested</b> 70:2 125:9 <b>suggests</b> 95:25 96:14 <b>suitable</b> 70:20 156:23 212:12 <b>summarise</b> 9:9 <b>summary</b> 61:9 78:15 82:4 96:4 <b>summer</b> 49:20 180:13 195:7 <b>summertime</b> 47:25 49:9 50:18 <b>superintendent</b> 6:6 6:7 7:5,6 9:8 16:25 46:12 80:15 82:5,15 83:3,4,6 83:20 85:17 108:22 142:4 207:15 210:14 213:4,5 <b>superseded</b> 90:7 191:11 <b>superseding</b> 209:2 <b>supplement</b> 2:11 <b>supplemented</b> 209:12 <b>support</b> 10:20 45:25 46:5,14 77:9 83:2 113:10 130:18,20 132:5,8 132:18 147:22 164:20 184:3 <b>supported</b> 38:4	124:5 130:6 <b>supporting</b> 5:13 150:7 <b>supportive</b> 46:11 48:14 164:24 <b>suppose</b> 190:2,18 <b>supposed</b> 162:10 <b>sure</b> 20:18 34:22 35:3 54:13 63:6 65:12 66:1 88:25 93:16 97:13 98:12 99:8 103:2 114:6 116:4 118:12 123:7 128:13 129:20,24 158:6 161:9 163:9,24 178:19 186:10,12 186:20 194:11 200:1 208:17 <b>surprised</b> 177:14 178:19 187:6 <b>surveillance</b> 58:11 58:21 62:23 130:21 132:6,9,18 147:23 150:7 200:1 <b>surveillants</b> 158:23 <b>suspect</b> 136:25 <b>suspected</b> 153:8 <b>sustain</b> 154:16 <b>sustainable</b> 53:10 <b>swiftly</b> 171:3 <b>sworn</b> 7:5,6 213:4,6 <b>syndicate</b> 15:12 60:3,11 187:14 <b>system</b> 10:2 17:14 23:16 35:2 54:22 55:15 56:2 60:23 60:24 61:7,23 62:17 66:14,16 87:25 88:2 90:14 91:7 97:3 100:6 104:8,13,16 105:24 107:13,18 111:7 118:5,14,18	120:6 125:25 126:3 172:8,21 173:11 174:22,25 175:3,4,24 196:4 198:22 210:23 <b>systems</b> 23:4 30:5 31:10 43:15 99:25 100:16 103:21 139:25 140:4 157:9 174:19,20 210:23 <hr/> <b>T</b> <hr/> <b>tab</b> 7:12 63:20 <b>table</b> 17:3 88:21 91:24 <b>tablet</b> 119:2 <b>Tablets</b> 190:11 <b>TAC</b> 86:11,18 124:18 125:19 183:4,6,10,15,15 <b>tackling</b> 164:4 <b>tactic</b> 64:14 130:16 130:22 131:6,18 132:8 148:25 152:9,9 156:10 160:23 205:18 206:2 <b>tactical</b> 9:13 14:22 28:7 35:13 54:23 79:4 113:2 124:17 127:12 132:3,14 150:8 151:3,25 156:2,4 193:20 197:15 205:19 206:6 <b>tactics</b> 18:8 41:20 51:4 63:6 65:12 65:19 67:1 127:8 130:23,25 132:6 141:1,2 153:7 156:19 196:22 <b>take</b> 7:1,11 8:13 20:3 29:5 33:14 37:12 38:11 61:5	62:24 67:19 68:1 69:9 74:17 77:12 86:13 93:5 96:25 99:19 101:5 103:9 103:11 114:4 135:22 148:6 149:5 150:22 155:23 159:5 165:16 172:11 176:6 180:19 199:12 <b>taken</b> 22:18 23:11 35:9 36:4 57:20 74:7 78:4 85:21 89:22 104:3 112:8 112:10 157:3 161:18 179:4,8 180:15 184:15 187:19 207:16 <b>takes</b> 71:8 86:11 91:13,16 94:9 95:14 132:14 133:4 149:14 <b>talk</b> 88:22 97:11 108:21 145:19 204:2 207:3 <b>talked</b> 83:10 86:21 <b>talking</b> 49:7 71:24 84:22 89:23,24 90:1,9 91:22,25 96:22 141:2 154:3 165:13 203:8 <b>tampering</b> 189:11 <b>tanker</b> 133:4 <b>tap</b> 111:6 <b>target</b> 82:2 131:20 <b>Taser</b> 185:9 <b>task</b> 1:23 3:1 83:1 103:1 <b>tasked</b> 15:11 19:3 138:16 <b>tasking</b> 15:11,11 80:18 115:17 <b>Tatum</b> 142:4,4 <b>taught</b> 4:10	<b>team</b> 1:10 71:5 74:11 75:20,25 76:1,24 83:9 85:7 99:19 112:4 114:16 116:22 126:8 130:15 131:17 180:20 <b>team's</b> 3:9 <b>technical</b> 200:10,19 <b>technically</b> 208:5 <b>technologies</b> 139:25 140:4 <b>technology</b> 189:15 189:25 190:17,18 <b>telephone</b> 28:17 88:19 99:1 114:17 <b>tell</b> 9:22 18:4 22:21 50:19 55:1,11 73:22 134:23 <b>telling</b> 10:17 82:24 <b>template</b> 117:3 124:20 127:6 202:5,6,14,17,20 202:24 <b>temptation</b> 67:16 <b>tend</b> 52:9 183:16 183:18 <b>tended</b> 66:5 <b>tends</b> 33:4 <b>tenuous</b> 14:11,14 <b>term</b> 41:6 96:22 130:19 168:19 191:18 <b>terms</b> 1:4,12,22 2:7 2:10 11:11 12:19 26:16 35:23 66:17 67:5 79:14 80:1 81:19 84:25 87:8 87:20 98:13 118:1 127:12 128:14 130:11,21 134:25 139:15 143:20 144:11 145:18 146:14 153:20,25 162:25 163:3,5
---	--	---	--	--

166:3,4,4,12 167:11,20,21,24 168:17,22 169:2,5 169:14,18 170:4 170:13 172:20 173:20 181:10 182:1,7,15 184:15 185:16,17,18 186:15 190:25 191:1 192:13 194:20 197:9,22 199:19 202:19,21 206:2 <b>territory</b> 159:17 <b>terrorism</b> 139:16 <b>terrorist</b> 140:23 <b>test</b> 61:14 98:17 139:4 156:15 186:20 <b>tested</b> 63:23 64:4 89:3 185:18 208:11 <b>testing</b> 140:15 143:12 <b>TETRA</b> 198:14 <b>text</b> 101:18 102:8 116:15 <b>TFC</b> 9:14 19:18 27:11,16,19 28:13 35:13 37:13,23,25 38:3,8,12 48:8 56:3,10,19,22 58:22 61:13 62:25 63:14,18 64:10 65:17 66:2,11 86:10,11,15,22 87:9 89:8 90:22 91:13,21 92:7 95:14,22 97:22 112:21 114:17,19 124:1,17 125:13 125:17,21 126:5 126:11 127:14 128:4 129:18 183:4,11,12,14,16	183:21,25 184:8 184:19 185:2,14 185:16 204:23 210:16,17,21 <b>TFC's</b> 57:3,20 61:23 <b>TFCs</b> 40:3 42:17 50:25 52:4 59:20 87:4,11 88:4 92:5 93:9 95:21 98:19 113:7 124:5 128:15 187:14 <b>thank</b> 2:20,22 7:4,7 7:13 8:12,22 9:5,6 10:16 11:10,25 13:17 15:23 24:22 32:6 44:14 46:23 68:8 109:22 123:19,23 128:25 134:8,18 159:1 200:23 201:10,11 201:12 207:11,13 209:16 211:16 212:9,10,10,14 <b>the--</b> 27:9 <b>theme</b> 79:12 88:3 <b>themes</b> 100:9 <b>they'd</b> 127:4 <b>thing</b> 20:21 27:8 64:3 66:20 91:2 101:16 103:17 104:6 116:12 131:17 133:7 137:15 138:5 150:8,10 195:13 196:24 202:3 203:20 206:3,5 <b>things</b> 13:2 20:4 23:5 32:20 40:23 44:22 47:16 49:8 49:11 50:12,13 82:21 84:25 98:6 98:9 103:5,11 105:14 106:14 117:8 125:7 140:8	151:11 159:13 160:6,18,21 162:18 166:7 168:1,16 190:25 197:11 200:3 208:10,10 210:6 <b>think</b> 7:9 9:8 10:15 10:24 11:5 12:4,6 16:15 19:19 20:4 21:13 22:12,17,17 23:14 24:15,23 27:17,18,19,23,23 28:3 30:17 31:21 32:12 37:10 38:10 40:23 41:9 42:13 44:9,10 45:19 49:18 57:25 58:5 59:17 63:8 66:2 66:21 69:10 72:8 74:15 75:15 76:1 79:23 85:15 87:1 88:13,13 90:23 92:5,14 94:6 98:18 99:5,12 100:18 106:6 110:5,6,18,24,25 111:5,23 112:15 114:5,9 115:20 117:13 120:8,16 120:23 122:9,14 122:15 123:4,10 129:14 131:13 133:5,5,6,11 134:11,13 135:20 137:21 138:11,15 139:10,11 140:5 140:21 141:20 142:4 143:17,18 144:21 145:4 146:12 148:16 149:8 151:11,20 153:20 155:9,11 156:9,18 159:10 160:16 164:12,16 165:10,17 166:8	167:21,24 168:11 170:8 174:18,18 181:20 182:9 185:7 187:11,16 188:10,12 189:9 190:21 191:17 198:24 201:16 202:13 203:16 204:13 208:20,24 210:12 <b>thinking</b> 128:1 133:7 164:21 168:11 206:3 <b>thinks</b> 54:3 183:14 <b>Thomas</b> 2:21 <b>thorny</b> 108:16 <b>thorough</b> 110:6 <b>thought</b> 34:17 36:19 52:19 67:7 82:16 101:20 106:4 140:18,19 184:1,7 <b>thread</b> 12:24 87:15 128:15 154:20 159:20 199:4 <b>threat</b> 12:22 21:22 27:11,14 30:12 37:17,22 55:9,15 56:12 58:9 62:11 63:8 65:13,14 66:17,22 68:12,21 68:21,22 69:3 90:5 93:19 95:15 95:23 100:25 114:8 123:24 124:2 136:23 139:14 140:17 141:1 145:10 158:11 160:19 171:9 177:3 181:10,12,18,23 182:6,20 184:5,15 185:19 193:12,14 194:2 202:1,13 206:14	<b>threats</b> 136:16 139:16 140:23 <b>three</b> 13:2 36:14 38:19 63:2,3 75:1 80:7,17 84:9,15 84:17 100:15 124:11 128:17 143:1 156:24 182:17,19,23 193:4,11 199:23 <b>threshold</b> 21:17 28:8 185:8 <b>thrown</b> 51:11 <b>thumb</b> 75:4 <b>Thursday</b> 1:1 <b>tick</b> 33:23 <b>till</b> 164:3 <b>Tim</b> 122:10 <b>time</b> 6:16 21:15,18 25:8 28:18 30:11 49:2 58:3,4,10,16 58:23 62:21 64:5 65:23 66:15,17,21 67:14,22 68:3 76:18 80:14 82:23 86:10 87:22 90:23 91:13,24 92:3 93:4 98:3,22 99:7 99:17 105:23 106:15,16,16,20 107:9,16,18 108:15 109:15 110:9 111:14 115:22 118:3,8 121:19,23 122:8 123:10,15,15 124:16 129:14 131:24 149:21 150:23 154:2,16 155:5 161:18,22 162:15 180:25 184:25 187:13 188:15 189:22 193:25 196:6,7 208:1 212:12
--	--	--	--	--

<b>timed</b> 46:7 56:13 57:10	<b>touch</b> 195:3	<b>transition</b> 148:22	<b>Turning</b> 123:24	192:12 193:18
<b>timeliness</b> 59:2 116:5	<b>touched</b> 163:3	<b>transmission</b> 105:2	<b>tweak</b> 59:12	197:24 198:16
<b>timely</b> 119:22 128:24	<b>touchstone</b> 66:5	<b>transparency</b> 111:20	<b>tweet</b> 49:15	204:11 207:9
<b>times</b> 58:7 64:23 98:5 99:6 106:12 107:8	<b>traceable</b> 24:7	<b>transparent</b> 48:9	<b>two</b> 5:17 6:5 10:23 43:20 44:21 49:3 75:11 80:9,16,19 87:21 106:8 110:14 128:17 130:1 151:11 153:23 156:23 198:6 201:14 205:14 207:15 210:6	<b>understandable</b> 115:5
<b>timescale</b> 182:13	<b>track</b> 71:16	<b>trial</b> 210:5,24	<b>two-day</b> 134:1 154:23	<b>understanding</b> 13:6 34:20 35:25 46:10 76:17 77:6 77:10 78:20 89:20 94:23 97:6,17 98:6 102:21,22 111:18 115:7,13 140:5 144:16 151:23 188:9 207:6 211:18
<b>timetable</b> 1:25	<b>traction</b> 82:23	<b>trials</b> 200:19	<b>type</b> 34:10 116:15 130:24 131:4 203:25 207:25	<b>understands</b> 34:23 148:23
<b>TITAN</b> 9:19,22,23 10:17,22,24 43:3 73:17	<b>traffic</b> 158:22	<b>tried</b> 100:23 163:25 170:11	<b>typed</b> 88:18	<b>understood</b> 99:23 100:13 115:10 169:25
<b>today</b> 2:23 6:5 11:5 12:5 15:3,8,16,17 25:6,7 38:15 45:18,20 68:3 84:4 86:2 92:1 119:9 151:1 155:17 163:5 165:3 170:12,14 188:7 201:1 203:8 206:8	<b>trail</b> 37:14 56:5 61:16,18 66:19	<b>triggers</b> 21:6	<b>types</b> 208:13	<b>undertake</b> 6:13 79:19 83:21 102:12 114:3 148:24
<b>today's</b> 80:11 124:14 154:3	<b>trails</b> 189:10	<b>trust</b> 54:12 116:9 167:8	<b>typing</b> 127:2	<b>undertaken</b> 18:21 153:6
<b>token</b> 3:25	<b>train</b> 40:4 196:16 204:14	<b>trusted</b> 155:3	<b>tyre</b> 208:9	<b>undertaking</b> 69:6
<b>told</b> 14:1 102:15 109:9 129:9 179:1 188:2 193:4 205:6	<b>train/brief</b> 114:6	<b>trusts</b> 53:9	<b>U</b>	<b>underway</b> 121:10
<b>tomorrow</b> 6:9 187:3 200:7 212:12	<b>trained</b> 4:11 87:8 87:11 142:23 150:10 173:7 175:3 182:10 193:21 204:11 205:6 206:1,25	<b>try</b> 99:6 120:9 158:13 164:20 203:2 211:9	<b>ultimately</b> 21:5	<b>undoubtedly</b> 114:22
<b>tone</b> 162:25	<b>training</b> 3:4 4:7 12:20,24 35:16,18 40:4 70:14,16 76:7 79:4,6 80:8 80:18 83:17 87:8 87:17,22 98:13 116:3 128:15,22 133:14 150:15,24 151:21 154:1,23 160:24 162:22 172:4 173:2,10,16 173:22 175:2,6,9 185:17,22,23 186:4,7,10 187:5 194:6,19 195:16 196:1,2,8,12,19 196:21 203:4,20 203:23,24 204:8 204:20 205:3,4,7 205:9,10 206:9,11 206:16,24 207:1	<b>trying</b> 27:25 30:14 30:16,19 48:16 54:1 65:5 77:8 84:12 85:23 97:2 100:24 101:21 110:11 120:10 132:23 151:20 155:8,16 156:9 159:12 164:16,24 168:6 170:9 178:2 186:6 192:20 200:3 207:6	<b>unarmed</b> 58:20 185:9	<b>unfamiliar</b> 11:12
<b>Tony</b> 14:20 35:7 58:1 60:9 65:5 83:9 154:3	<b>tranche</b> 112:19 182:17	<b>turn</b> 7:14 68:9 118:19 129:1 133:4 134:8 152:13 191:23 207:18	<b>unbroken</b> 128:1	<b>unfortunate</b> 179:24
<b>top</b> 29:14 84:11 85:2	<b>transcript</b> 1:18	<b>turned</b> 155:20	<b>underinvested</b> 188:17	<b>unit</b> 9:24 10:19 11:4 15:1,9 17:13 18:2,5,6 43:4 44:23 48:22 59:9 75:21 76:2,5,6,24 77:11,25 78:1 80:10,12,15 81:7 82:17 100:4 121:10 168:22 182:3
<b>topic</b> 12:1 61:19 68:9 76:15 109:11 134:8 147:13	<b>transfer</b> 119:3		<b>undermine</b> 33:4,13	<b>United</b> 136:7
<b>topical</b> 48:24	<b>transferable</b> 154:6		<b>underneath</b> 29:17 136:7	<b>units</b> 39:25 42:16 46:3
<b>totally</b> 56:10 194:23			<b>understand</b> 3:22 5:18 34:14 38:9 54:6 75:7 87:9 97:9 103:4 106:10 106:11 119:24 120:12,13,17 144:22 154:7,19 161:17 162:10 163:4 169:15 172:17 174:3 176:7 179:2 187:15 192:5,10	

<b>unlimited</b> 92:15	<b>vehicle</b> 131:20	<b>void</b> 53:3	<b>wash</b> 47:22	159:18,19 160:4
<b>unnecessary</b> 74:8	152:24 153:4	<b>volume</b> 15:14,22	<b>washed</b> 47:20	161:20 162:1,5,8
<b>unwieldiness</b> 101:1	200:20,22	21:3 44:11 49:3	180:12	162:14 163:2,11
<b>update</b> 74:20,20	<b>vehicle-based</b>	53:22,24 69:9,10	<b>wasn't</b> 23:11 36:18	163:15 164:7
75:17 90:3 96:1	131:6	92:5 99:12 111:24	76:16 91:8 105:25	165:2 166:1,11
96:10 128:20	<b>vehicles</b> 152:4	120:24 135:21	107:20 108:15	167:3,11 168:4,19
205:15	156:5,25 157:9,10	139:18,18 141:21	127:21 149:20	169:10,14,18
<b>updated</b> 93:2,23	157:11,13,25	<b>vulnerability</b> 79:18	153:14 167:11	170:1,13,19 171:2
94:14,19 95:8,19	158:15,17 197:5,7	<b>vulnerable</b> 31:11	177:14 179:8	171:14,16,20
96:8,14 97:16,25	<b>veracity</b> 34:25	107:3	188:6 211:2	172:11,13,16,19
98:2 142:11	93:20 116:5		<b>way</b> 9:7 28:18	172:23,25 173:2,5
<b>updates</b> 94:2 96:24	<b>verbal</b> 28:16 124:7	<b>W</b>	42:22 49:13 61:1	173:14,18,20,24
97:19	125:14,14 211:23	<b>waited</b> 164:2	64:15 87:13 95:2	174:5,8,11,13,15
<b>URN</b> 92:21,22	<b>verbalised</b> 37:19	<b>waiting</b> 161:15	98:5 102:9,11	175:6,9,17 176:1
<b>use</b> 12:22 20:15	<b>verbally</b> 17:19	164:5 165:4	103:5,7,9,12	176:5,18,23 177:2
33:9 34:1 41:25	114:18	<b>Wales</b> 10:21 74:4	106:8 111:12	177:4,10,20,24
67:2 95:21 96:20	<b>verbatim</b> 62:5	<b>walk</b> 72:1	114:23 119:17,18	178:2,7,13,21
98:18 101:11	115:6	<b>walkers</b> 204:5	120:16 122:18	179:1,18 180:9,14
106:3,19 109:7,25	<b>versed</b> 34:23 114:7	<b>want</b> 2:15 21:11,12	128:3 133:3	180:23 181:8,14
112:22 116:22	206:2	24:4 27:21 35:1	137:16 152:12	181:17 182:5,12
118:2,3,5 120:2	<b>version</b> 142:12	45:6 60:23 71:16	155:12 159:22	182:24 183:2,8,10
128:6 136:10,18	<b>versions</b> 101:12,13	82:19 85:23 93:16	168:3,18 170:4	183:20,23,25
136:23 140:9	<b>vetting</b> 64:2	109:13 126:5	174:25 176:5	184:3,8,11,14,18
142:21 143:15	<b>VI</b> 30:17	135:20 144:3	181:20 186:8,13	185:11,14,22,25
144:17 145:2	<b>viable</b> 165:10	151:20 159:25	191:16 192:24	186:6,15,22 187:2
153:6 157:6 158:4	<b>video</b> 81:18 84:12	164:21 168:13	196:7	187:9,21 188:1,24
185:17 188:25	85:3 129:22 199:5	171:23 178:4	<b>ways</b> 43:20 113:15	189:7,15,21,24
189:2 199:21	199:6 200:9,15	179:3 180:23	174:2 189:11	190:9,15,25 191:6
202:2 208:7	<b>videos</b> 199:19	181:24 183:1	<b>we'll</b> 180:1	191:17,22,25
<b>user</b> 99:25 103:20	<b>view</b> 3:4 28:12 65:2	190:9 200:12,15	<b>we're</b> 37:8 41:23	192:10,19,21,24
<b>uses</b> 35:12	73:14 74:6 76:2	209:17	132:23 164:23	193:3,11 194:6,10
<b>usually</b> 130:25	103:7 122:11	<b>wanted</b> 57:25 61:9	165:14 180:9	194:13,19,24
<b>utilise</b> 12:21	131:11 133:2	77:8 107:6 193:13	<b>we've</b> 81:2 87:16	195:1,3,10,13,21
	<b>viewing</b> 126:4	200:2 210:6	107:4 119:18	196:4,9,12,15,18
<b>V</b>	<b>views</b> 100:2 103:15	<b>wants</b> 208:23	156:25 188:7	196:21 197:4,7,13
<b>vacant</b> 37:18	108:1 109:1	<b>warning</b> 29:7,22	<b>weapon</b> 30:10	197:16,19 198:10
<b>valid</b> 204:13,13	<b>violence</b> 30:7,18,21	30:5,7 32:10 56:4	139:25 140:4	198:16,24 199:3,8
<b>value</b> 89:4 106:1	30:22 31:11 57:16	56:4,5,8 67:10	<b>weaponry</b> 81:16	199:16,19 200:2,6
<b>variety</b> 112:7,10	<b>violence/firearms</b>	163:19	84:11 137:12	200:13,18,23
<b>various</b> 33:8 42:16	29:23	<b>warnings</b> 124:25	141:17	213:8
47:22 48:6 81:14	<b>visibility</b> 158:12	125:1	<b>weapons</b> 34:3	<b>website</b> 5:2
140:8 170:16	<b>voice</b> 7:25 12:13	<b>warrant</b> 19:20,22	136:14,18,22	<b>wedding</b> 32:21
172:13 199:25	28:5 31:24 110:20	19:22 20:7 33:20	139:1 141:14,15	186:24
208:7	157:15	38:4	141:20 207:17	<b>week</b> 52:22 121:11
<b>vast</b> 118:16	<b>voices</b> 10:1	<b>warrants</b> 18:14	<b>Weatherby</b> 159:14	181:7

<b>weeks</b> 59:18	<b>wonder</b> 147:6	133:21 165:20	78:17 129:8 133:3	43:19 44:18 46:25
<b>weird</b> 65:19	<b>Wood</b> 74:23	180:9,12 187:14	140:22,24 146:19	<b>11.1</b> 71:4
<b>welcome</b> 139:2	<b>word</b> 27:18 119:2	188:8 192:7 203:7	150:20 154:4	<b>11.1.1</b> 112:1
164:1 171:1	132:7 159:24	<b>works</b> 61:1 211:20	155:12,14 156:17	<b>11.1.2</b> 112:20
<b>went</b> 70:19 78:21	163:18	<b>world</b> 44:24 88:4	160:10 161:11	<b>11.1.3</b> 113:6
103:3 106:6 120:8	<b>wording</b> 18:13	107:5,17 140:22	162:19,22 165:2,5	<b>11.1.4</b> 114:15
149:22 160:17	20:12 207:22	198:21 205:12	165:9,19 166:3	<b>11.1.6</b> 115:2
<b>weren't</b> 40:10	208:14	<b>worn</b> 81:18 85:3	168:23 170:2	<b>11.52</b> 184:23
104:18 105:20	<b>words</b> 8:13,14	129:22 199:5,6,19	188:2 191:25	<b>11.55</b> 68:5
<b>West</b> 199:23	17:25 18:13,19,24	200:9,15	208:11	<b>1152</b> 18:25 20:8,25
<b>whilst</b> 2:5 3:11 5:23	19:11,14,14,16,17	<b>wouldn't</b> 15:18,19	<b>Yorkshire</b> 199:23	21:5,19,23 22:11
6:13 40:25 113:7	19:23 20:1,1,15	26:14 28:9 93:13		24:10,15 25:2
129:10	20:22 30:17 36:21	145:22 186:17	<b>Z</b>	35:6,17,20 36:9
<b>white</b> 88:21	51:10 75:11 146:4	189:5 207:2	<b>Z1</b> 7:13 155:20	36:23 37:3,8,9,20
<b>Whyte</b> 201:13,14	159:23 193:1	<b>wrap</b> 110:7 191:14	<b>Z2</b> 15:24 44:11	38:3,12,17,22
207:12,13,14,15	<b>work</b> 3:10 4:14 5:8	191:20	69:9 92:6 99:11	43:24 47:18 55:5
207:21 208:14,17	5:10,20 21:3	<b>write</b> 36:19 38:6	111:23,24 120:24	55:17,19,22 57:1
209:5,7,11,16,21	23:16 41:3,5	102:8,9 103:25	135:21 141:21	58:2 86:9,13,14
209:24 210:1,4,12	55:18 60:24 69:6	111:11 120:3	166:14 177:22	88:11,12 93:1,3,6
210:18,21 211:1,4	82:1,19,20 84:23	190:12	178:23	95:14,15,19 96:2
211:9,16 212:5,9	85:4 99:24 100:13	<b>writes</b> 37:25 89:16		96:3,8,19 97:4,6
213:10	100:17,18 101:9	<b>writing</b> 1:21 2:5	<b>0</b>	97:14,14,17,24,25
<b>wide</b> 39:9 130:23	103:16 111:9,10	26:8 30:17 101:4	<b>1</b>	126:16 127:4,5
167:25	117:20 132:12	102:8 106:13		203:11 204:18
<b>widen</b> 171:7	139:6 150:19	138:16 163:14	<b>1</b> 7:15 15:11 16:1,6	<b>12</b> 15:23 17:8 74:18
<b>wider</b> 31:16 35:10	153:19,20,25	<b>written</b> 1:23 69:2	26:1 28:23 45:22	104:14 142:16,18
39:24 40:12,17	155:6 157:12	89:3 110:9 122:14	73:12,16 92:5	149:9 150:4 163:8
43:17 44:1,4	161:16 163:11,12	181:10	99:12 120:24	207:18
45:11 48:4 204:16	166:5 170:21	<b>wrong</b> 27:17 96:15	135:21 141:21	<b>12.11</b> 68:7
<b>wires</b> 85:15	174:23,23 180:7	150:10 204:24	142:21 213:3	<b>13</b> 69:16
<b>wish</b> 2:9 4:23	180:15 181:14,15	210:8	<b>1,600</b> 5:13	<b>13.1.1</b> 129:3
<b>wishing</b> 103:5	181:21 188:19	<b>wrongdoing</b> 3:13	<b>1.05</b> 109:9	<b>13.1.6</b> 130:13
<b>withdrawn</b> 87:2	198:19 202:8	<b>wrongly</b> 110:24	<b>1.07</b> 109:19	<b>13.1.8</b> 131:8
<b>witness</b> 1:14 5:3,12	203:21 212:5,7	177:24 208:7	<b>10</b> 17:5 68:2 92:24	<b>14</b> 147:18
7:16 8:19 13:13	<b>worked</b> 130:8	<b>wrote</b> 104:18	99:15 107:23	<b>1441</b> 84:12
13:14,16 38:25	210:18	127:17 153:16	134:11,17 140:24	<b>15</b> 1:1,17 30:11
49:23 68:16 82:10	<b>working</b> 37:3 40:2		<b>10.2.10</b> 77:21	87:2
82:11 86:3 95:11	40:7 41:21 47:2,3	<b>X</b>	<b>10.2.2</b> 72:17	<b>15.1.3</b> 116:21
123:20 134:11	47:4,9,12,17		<b>10.2.21</b> 78:13	<b>15.1.4</b> 118:24
141:10 147:18	48:11,13,19 49:16	<b>Y</b>	<b>10.2.4</b> 74:15	<b>15.1.6</b> 118:19
152:14	49:19 50:9,14	<b>year</b> 1:21 4:20 8:8	<b>10.2.6</b> 75:6	<b>159</b> 213:8
<b>witnesses</b> 1:15,17	53:13 54:8 60:20	32:14 39:11 46:25	<b>10.2.7</b> 75:19	174:20 142:6
3:24 5:25 6:2,5,9	64:10 81:4,6,17	100:11 106:7	<b>10.30</b> 1:2 212:12,16	<b>173</b> 8:1,2,7
7:2 10:7 201:1	83:9,15,21,24	150:25 210:14	<b>1006</b> 208:22 209:5	<b>178</b> 155:21
<b>woman</b> 127:1	124:2,12 129:16	211:11	<b>1052</b> 44:10	<b>18</b> 1:21 14:9 16:15
		<b>years</b> 10:23 30:11	<b>11</b> 13:15 17:5 43:10	

16:19,24 22:14,15	<b>225</b> 92:6,7	136:3	
<b>189</b> 160:13	<b>226</b> 92:14,15	<b>46</b> 178:2	
	<b>234</b> 92:16	<b>4A</b> 33:22	<hr/> <b>7</b> <hr/>
<b>2</b>	<b>245</b> 199:20	<b>4B</b> 34:3	<b>7</b> 13:25 14:8 16:7
<b>2</b> 15:11 16:7 29:4	<b>25</b> 24:24,25 25:1,1	<b>4C</b> 34:4	16:18 45:22 71:9
29:12,13 31:1,4	25:10	<b>4G</b> 34:4	123:22 130:13
44:11 139:18	<b>258</b> 94:6,7		213:4,5,7
154:15 159:22	<b>260</b> 94:11		<b>7,000</b> 1:19
<b>2.05</b> 109:16	<b>27</b> 4:22 5:1,4 26:18	<hr/> <b>5</b> <hr/>	<b>71</b> 61:21
<b>2.10</b> 109:21	152:18	<b>5</b> 159:5 211:11	<b>731</b> 166:14
<b>2.15</b> 109:14	<b>270</b> 94:12	<b>50</b> 141:10,12	<b>732</b> 168:19
<b>20</b> 59:22 68:16 69:1	<b>273</b> 92:7	<b>50-page</b> 103:22	
181:9	<b>28</b> 141:16,23,25,25	<b>51</b> 38:25 39:7 82:10	<hr/> <b>8</b> <hr/>
<b>200</b> 5:12	142:1,5,6	82:12 160:14	<b>8</b> 16:22 22:13
<b>2003</b> 136:10 138:12		<b>52</b> 40:18	<b>8.2.2</b> 139:20
<b>2004</b> 9:14	<hr/> <b>3</b> <hr/>	<b>53</b> 1:16 135:8	<b>80</b> 1:16
<b>2005</b> 152:21	<b>3</b> 26:17 32:24 71:9	<b>531</b> 99:11,12	<b>85</b> 147:17
<b>2009</b> 10:24 73:20	72:18 136:3	<b>532</b> 120:23	<b>89</b> 147:17 148:9
<b>201</b> 213:9	<b>3.1</b> 136:6	<b>54</b> 134:23	
<b>2011</b> 4:9 5:10 153:2	<b>3.16</b> 159:6	<b>55</b> 7:15,19 42:8	<hr/> <b>9</b> <hr/>
<b>2012</b> 4:9 5:10 9:13	<b>3.2.1</b> 136:9	135:3	<b>9</b> 13:15 14:11 17:4
24:20 71:7,9	<b>3.25</b> 159:8	<b>56</b> 8:18 42:24	121:2 141:11,12
81:10 92:9 101:13	<b>30</b> 25:16 31:22 34:7	<b>57</b> 43:9 134:12,17	<b>95</b> 81:11 84:19
109:6 166:21	<b>31</b> 25:1,1	<b>58</b> 13:16	170:16 195:9
167:1	<b>32</b> 86:3,5 91:11	<b>5x5x5</b> 90:14 91:7	
<b>2013</b> 73:12,16,23	183:2	173:8	
74:18 77:25 78:15	<b>325</b> 82:12,14		
79:2 148:2 149:9	<b>326</b> 85:6	<hr/> <b>6</b> <hr/>	
152:23	<b>327</b> 208:21	<b>6</b> 25:16 31:23 32:7	
<b>2014</b> 153:3	<b>33</b> 24:24 95:10,25	34:6 86:6	
<b>2015</b> 14:8,9 22:14	<b>36</b> 193:12,13 195:1	<b>62</b> 49:24 177:22	
24:16 141:25	<b>3x5x2</b> 172:5 173:8	178:1	
147:3		<b>63</b> 49:25	
<b>2016</b> 22:15 36:5	<hr/> <b>4</b> <hr/>	<b>64</b> 39:2,3	
133:11 135:9	<b>4</b> 26:20 32:25 68:17	<b>643</b> 139:17	
141:16,25 142:1	153:2	<b>65</b> 1:17	
147:5 180:19	<b>4.1.1</b> 136:19	<b>650</b> 71:18	
<b>2017</b> 39:12 43:10	<b>4.2</b> 17:6	<b>652</b> 77:21	
69:16 79:6 99:15	<b>4.36</b> 212:15	<b>655</b> 69:9,10 71:3	
131:16 142:5	<b>40</b> 72:18 123:20	111:24,25	
167:1	149:21	<b>66</b> 54:16,17 209:18	
<b>2018</b> 1:1 4:9	<b>404</b> 141:21	209:21,24,24	
<b>207</b> 213:10	<b>43</b> 152:13,16,17	<b>661</b> 129:2,3	
<b>21</b> 69:5	<b>433</b> 142:17 207:16	<b>662</b> 130:12	
<b>218</b> 197:23,23	<b>438</b> 135:22	<b>663</b> 130:2	
	<b>445</b> 135:21,21	<b>664</b> 116:20	
		<b>68</b> 8:18,21	